

Service Delivery and Budget Implementation Plan (SDBIP) 2012/13

CITY OF MATLOSANA





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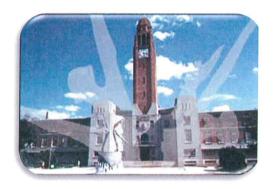
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1. Introduction

This report is a Service Delivery and Budget Implementation Plan (SDBIP) for the City of Matlosana for 2012/13 financial year. This plan is informed by Matlosana's Integrated Development Plan (IDP) and the Medium Term Revenue and Expenditure Framework (MTREF) budget. Both the IDP and 2012/13 MTREF budget have been tabled to the Council and adopted on the 29 May 2012 respectively.



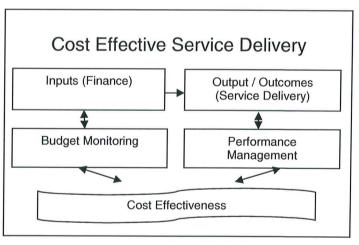
A Service Delivery and Budget Implementation Plan is defined in the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

2. The Components of a SDBIP

The five necessary components of a SDBIP are:-

- Monthly projections of revenue to be collected for each source:
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Capital works plans.

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.



3. The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Executive Mayor, councillors, Municipal Manager, senior managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

4. MFMA requirement

Chapter 1 - Definitions

SDBIP means a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) projections for each month of:revenue to be collected, by source; and operational and capital expenditure by vote
- **(b)** service delivery targets and performance indicators for each quarter and
- (c) any other matters that may be prescribed.

and includes any revisions of such plan by the mayor in terms of section 54 (1)(c)



Chapter 8 – Responsibilities of Municipal Officials Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

- (a) A draft service delivery and budget implementation plan for the budget year; and
- (b) Drafts of the annual performance agreements as required in terms of section 57 (1)(b) of the Municipal Systems Act for the municipal manager and all senior Managers

Chapter 7 - Responsibilities of Mayors

Section 53 - Budget Processes and related matters

Section 53 (1)(c) The mayor of a municipality must take all reasonable steps to ensure-

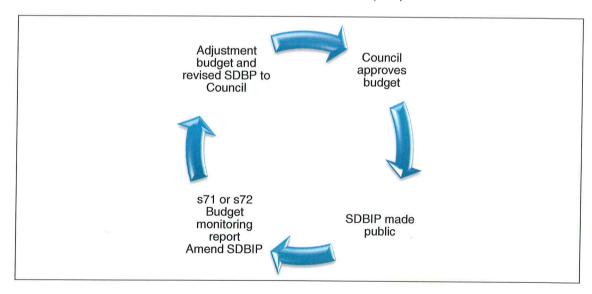
- (ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
- (iii) That the annual performance agreements as required in terms of section 57 (1)(b) of the Municipal Systems Act for the Municipal Manager and all senior managers-
- (bb) are linked to the measurable performance objectives approved with the Budget and to the service delivery and budget implementation plan. Section 53 (3)
- (a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan.

Section 54 - Budgetary control and early identification of financial problems
On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

- (1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council following the approval of an adjustments budget
- (d) issue any appropriate instructions to the accounting officer to ensure-
- (i) that the budget is implemented in accordance with the service delivery and budget implementation plan
- (3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

The following diagram illustrates the MFMA requirements regarding the implementation and monitoring process:-

The SDBIP Feedback Mechanism (s54)



5. The SDBIP process in Matlosana

The production of the SDBIP has been drafted by the Directorate: Strategic Planning, Monitoring and Control and all directorates have been involved with its development. The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP.

6. Service Delivery Targets and Performance Indicators

The 2012/13 SDBIP facilitates the monitoring and evaluation process of the municipality in that service delivery targets and performance areas are broken down into specific and measurable monthly, quarterly and mid-term deliverables. It is a municipal-wide plan that seeks to give the entire Matlosana community an outline of what we will be doing, where and utilising which resources. It strikes a balancing chord between addressing infrastructure backlogs, maintenance of current infrastructure and the expansion of services to new growth areas.



Each Directorate has to provide quarterly targets SO performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves changes.

The performance targets for 2012/13 are contained in the report.

A number of meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2012/13 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

7. Overview of the 2012/2013 MTREF

THOUSANDS		BUDGET YEAR	
IIIOUSANDS	2012/2013	2013/2014	2014/2015
Total Operating Revenue	1 793 179	1 960 758	2 100 751
Total Operating Expenditure	1 790 938	1 958 695	2 097 840
Surplus (Deficit) for the year	2 241	2 062	2 911
Total Capital Expenditure	152 172	190 044	174 487

For 2012/2013 an amount of R 147 million has been appropriated for the development of infrastructure which represents 97% of the total capital budget. In the outer years this amount totals R 190 million and R 174 million respectively for each of the financial years.

Roads received the highest allocation of R 73 million in the 2012/2013 followed by Water at R 23,5 million and the Sewerage at R21,8 million.

Some of the salient projects to be undertaken over the medium-term includes; among others;

Khuma Bulk Water supply 10 ml reservoir : R7, 5 million Increase Capacity Hartbeesfontein WWTP : R 14, 3 million Paving of Taxi Routes: Storm-water; Jouberton Phase 6 : R 7, 2 million Paving of Taxi Routes: Storm-water, Tigane Phase 6 : R 7, 2 million Paving of Taxi Routes: Storm-water, Khuma Phase 6 : R 7, 2 million Paving of Taxi Routes: Storm-water, Kanana Phase 6 : R 6 million Main storm-water Drainage - Jouberton Phase 4 : R 6 million Upgrading Mechanical, Electrical equipment in pumpstations : R 8 million

ANNEXURE "A"

Monthly projections of revenue to be collected for each source

NW403 City Of Matlosana - Supporting Table SA25 Budgeted monthly revenue and expenditure	SA25 Budg	eted monthly r	evenue and	expenditure											
Description Ref						Budget Year 2012/13	ır 2012/13						Medium Terr	Medium Term Revenue and Expenditure	xpenditure
R thousand	July	August	Sept.	October	November	December	January	February	March	April	Mav	June	<u>~</u>	× +	Budget Year +2
Revenue By Source										-	,		2012/13	2013/14	2014/15
Property rates	000		40.000	47.000	000 17										
Droporty ratio	706,02	CC7'CI /0	008,01	12,982	17,066	16,895	15,986	25,822	15,255	17,850	37,255	49,324	264,527	279,340	293,307
i loper y lates - penalues a collection charges		1	J	1	1	1	ı	1	T	1	1	1	1	1	
Service charges - electricity revenue	56,128	28 39,205	31,000	29,500	42,001	39,300	29,015	26,015	29,300	35.500	68.015	73 239	498 220	577 035	670 040
Service charges - water revenue	15,126	26 12,000	20,120	20,404	18,423	31,561	19.800	11.200	18 000	16,000	15,000	7.216	20,220	200 407	040,040
Service charges - sanitation revenue		3,112	3,912	2,269	2,268	3,281	2,115	3.562	3.259	2 987	3 599	FO 666	84,043	96 565	240,303
Service charges - refuse revenue		4,524	4,970	8,880	6,895	3,790	3.699	3.524	3 303	3 521	3.790	37 860	94 754	80,303	90,100
Service charges - other		1	1	ı	i			1	1	125	6,0	200,10	60,70	20 505	30,870
Rental of facilities and equipment		1,256	1,156	1.000	286	1 269	2 016	805	120	1 156	700	00,100	90,730	7,283	cnc'a/
Interest earned - external investments		13 128	30	30	330	007	2,00	1 8	021	001,1	106	408,	12,800	13,523	14,253
Interest earned - outstanding debtors	30	•	600	80 00	076	9	187	15/	26	52	130	770	2,000	2,112	2,226
Dividende received	700'6	6,398	4,980	3,880	3,989	3,016	5,260	3,960	4,599	4,013	3,699	10,893	56,252	59,402	62,610
			ı	1	Í	ı	1	J	1	1	ı	1	1	ì	ı
- Ines	2,061		927	426	627	696	1,000	846	746	096	916	1,950	12 428	13 124	13 833
Licences and permits	വ	526 736	1,046	1,060	487	586	850	986	006	380	256	733	8 575	0.003	0,480
Agency services		1	1	J	1	ı	1	1		3	202	3	0,020	3,000	9,409
Transfers recognised - operational	101,000	- 00	1	98 000	18		77 000			1 77	ı	1 3	1	Î.	ı
Other revenue	12 360	10 100	19 007	40,000	47 740	1	000,17		1	03,473	ı	1,840	341,313	363,709	390,595
Gains on disposal of PDE	6,2		12,307	000,01	946'/	000,7	0000'9	7,500	9,500	1,100	29,800	32,848	157,342	166,153	174,461
Table of disposal of the F			1	1	400	1	1	1	1	1	Î	1	400	400	400
I otal Revenue (excluding capital transfers and contributio	io 211,762	62 91,813	97,993	191,439	111,010	108,207	163,021	84,466	85,041	146,944	163,445	338,040	1,793,179	1,960,758	2.100.751

ANNEXURE "B"

Monthly projections of expenditure (operating and capital) and revenue for each vote

2012/13

lond in the	Ref						Budget Year 2012/13	ar 2012/13						Medium Ter	Medium Term Revenue and Expenditure Framework	Expenditure
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1 Budget Year +2	Budget Yea
Revenue - Standard														2012/13	2013/14	2014/15
Executive and council		1,000	11,785	31,182	31,343	47,498	34,862	94,406	36,737	46,426	57,114	81,979	77,341	609,141	643.253	
Budget and treasury office		F7 AE2	10,500	1,400	006,1	1,500	1,600	1,000	1,201	1,403	2,500	2,801	1,167	18,271	19,294	20.336
Corporate services		17	10,309	79/,67	29,820	45,963	33,229	93,371	35,522	45,000	54,598	79,159	76,161	590,605	623,678	
Community and public safety		8 752	40.270	17	77	33	33	35	15	23	16	19	13	265	280	
Community and social services		201,0	10,378	8,367	8,531	7,603	9,143	8,623	802'6	9,061	8,295	13,452	11,975	113,887	120.265	126
Sport and recreation		4/4	150	430	433	381	409	424	645	743	735	726	320	6,250	6.600	
Diblic safety		2001	41	28	70	92	40	29	116	58	85	62	31	707	746	
Housing		1,824	9,274	6,964	7,575	809'9	8,053	7,615	8,541	7,636	6,954	12,151	10.631	99.828	105 418	
Billish Di		419	531	945	450	525	640	511	401	620	502	507	087	7.035	7 420	7 000
Health		2	_	က	က	12	2	9	22	6	10	9	900	620,1	674,1	λ,
Economic and environmental services		184	177	2,425	237	204	159	145	253	164	- 2	0 00	0 :	/0	7	75
Planning and development		09	7	2.213	11	-		2	507	101	90	C87	2,121	6,468	6,830	7,198
Road transport		125	188	243	200	- 000	* !	†	S	LS C	m	18	80	2,418	2,554	2,692
Environmental protection		2	2	717	177	203	CCL	141	198	130	103	277	2,113	4,050	4,276	4,507
Trading services		77 540	207.02)	1	1	
Flectricity		016,21	691,07	119,641	72,182	81,866	67,218	81,181	123,908	88,712	76,713	98,314	94,514	1.046.937	1.172.728	1 260 167
Water		38,452	39,860	29,404	34,655	34,477	34,386	35,932	69,054	41,828	44,000	59.038	51 235	542 322	617 482	660.038
Woote		20,458	16,540	36,333	18,702	23,482	16,368	21,332	27,839	29,419	17,940	21.540	19 963	269 917	307,404	
Waste water management		6,915	6,904	10,975	8,942	10,994	6,914	11,019	17,430	7,838	8.079	8.088	5 840	109 939	116,006	
Waste management		6,693	6,865	12,929	9,883	12,913	9,551	12,897	9,586	9,628	6,694	9.647	17 476	124 759	131 746	
Omer		653	930	2,985	1,431	1,033	1,705	1,190	2,890	915	642	1 203	1 168	16.745	47,692	
l otal Revenue - Standard		140,576	93,439	164,601	113,724	138,205	113,087	185,545	173,496	145.274	142.869	195 243	187 118	4 703 478	1 060 750	10,0
Expenditure - Standard)	212,52	:	;	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	?		;	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		011,001,1	00 1,000,1	2,100,731
Governance and administration		25.060	31 969	29 969	26 405	30 000	900	0								
Executive and council		8.198	11,066	8 912	9 193	0,000	10,522	23,012	110,66	30,497	31,452	31,690	86,612	414,199	504,859	565,496
Budget and treasury office		14,814	18,821	17.679	14 878	18 071	15 957	0,913	12,079	8,3/1	8,740	9,065	9,427	114,140	124,996	131,746
Corporate services		2.048	2.082	3 3 7 8	2 335	3 080	3,507	2,040	21,108	18,700	20,268	19,812	74,013	266,767	344,706	396,695
Community and public safety		17.046	18 147	34 798	10.459	2,009	3,307	018,2	2,690	3,425	2,443	2,813	3,172	33,292	35,156	37,055
Community and social services		4.675	5 008	7 196	5 252	13,320	217,47	18,391	30,404	20,492	22,658	19,216	28,394	270,336	285,475	300,891
Sport and recreation		1 079	1 979	2 800	2,232	6,133	5,823	5,219	6,178	6,305	6,374	6,034	5,244	69,461	73,350	77,311
Public safety		9 733	10,100	20,000	2,302	670'1	2,112	1,721	2,196	1,310	1,679	1,327	2,298	21,822	23,044	24.2
Housing		586	450	20,380	10,201	10,913	14,3/5	10,837	20,837	11,723	13,300	10,555	19,153	162,307	171,396	180,651
Health		923	403	202	900	/1/	900,r	826	929	526	829	749	893	8,261	8,723	9,194
Economic and environmental services		4361	6 285	13 406	920	909	893	586	292	628	627	552	805	8,487	8,962	
Planning and development		552	586	0,430	1,1017	6,094	41,325	5,723	8,589	11,066	6,554	10,707	11,300	137,681	145,391	153,242
Road transport		3 809	5 699	12 537	110,1	1991	409	455	969	929	532	681	629	8,193	8,652	
Environmental protection				10017	1, 1	201,0	40,910	2,268	7,893	10,410	6,022	10,026	10,641	129,488	136,739	144,123
Trading services		67.222	78.007	90 905	73 608	93 946	442 462	01010					1	1	Ī	
Electricity		45.705	47 070	51 390	72,042	42,650	113,403	87,646	70,996	86,089	70,074	74,258	52,093	953,177	1,006,555	1,060,909
Water		10,519	19.614	21 049	18 450	26 988	44,731	52,070	40,563	49,109	44,012	50,465	30,491	540,206	570,458	601,262
Waste water management		4.306	4.358	8 545	5.213	7 210	45,595	7,047	19,661	19,433	17,200	11,786	12,229	243,693	257,340	271,236
Waste management		6.691	6.966	9 921	7 902	7 054	0,100	7,017	3,112	11,007	5,721	4,985	8,670	85,309	280,087	94,951
Other				12.5	700,	100,1	0,100	161,7	669,7	6,540	3,141	7,022	5,703	83,968	88,671	93,459
Total Expenditure - Standard	,	113,688	134.408	166.168	134 654	140 620	200 000	425 000					15,545	15,545	16,415	17,302
Sumins/(Deficit) hefore seen						Pool for the	200,004	000,001	143,000	148,144	130,/38	135,871	198,944	1,790,938	1,958,695	2,097,840
		788,07	(40,369)	(1,567)	(17,927)	(2,434)	(92,899)	49,712	27,630	(2,870)	12,132	59,371	(11,826)	2.241	2.063	2 911
Share of surplus/ (deficit) of associate																ì
Circlio (/Octob)																

NW403 City Of Matlosana - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Ref						Budget Year 2012/13	ar 2012/13						Medium Terr	Medium Term Revenue and Expenditure Framework	Expenditure
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year E	Budget Year +1 Budget Year +2	Budget Year +2
Capital Expenditure - Standard	-															215.04
Governance and administration		1	1	1	ï	200	ı	1,000	ı	ī	1	ı	200	1.700	6.800	4 000
Executive and council													i	3	9	200,1
Budget and treasury office													1	ı	10	ľ
Corporate services						200		1 000					1 00	1 200	1 00	1 0
Community and public safety		306	714	450			2 046	0000	000	0			7007	1,700	0,800	4,000
Committee base base vitaliamo		96		2		•	2,010	7,000	7,300	7,508	096	38	797	12,700	6,500	4,000
Committee and social set vices		8	84				216	180	1,216	1,608	09	36	264	3,700	1,500	3,000
Sport and recreation		270	630	420			1,800	2,700	1,350	006	006		Ĺ	000'6	1	1
Public safety													1	I	2,000	1,000
Housing													1	1	1	1
Health														3		
Economic and environmental services		2,167	5,057	310	132	10,491	13,031	11.526	12.853	6.552	3 862	1 583	3 300	70.054	104 404	1 00
Planning and development										Tools	10060	200,1	060,0	10,00	101,104	101,60
Road transport		2 167	5.057	340	133	40 404	70007	202.77					ſ	1	8,500	7,500
Environmental protection		2,101	lon'o	010	761	16,491	13,031	11,526	12,853	6,552	3,862	1,583	3,390	70,954	92,684	81,687
Tradition continue													1	1	ĵ	1
riading services		1,757	3,032	1,600	Т	5,878	6,901	8,584	12,381	9,270	7,395	4,657	5,438	66,892	75,560	77,300
Electricity		1,040	1,360	1,500			2,560	3,200	2,640	2,600	1,600	2,000	3,000	21,500	21,500	34.000
Water		285	999	100		3,000	1,750	3,225	5,650	2,875	2,575	2,225	1.150	23.500	28,000	14 700
Waste water management		432	1,007			2,878	2,591	2,159	4.091	3.795	3 220	432	1 288	21 802	28,080	009 00
Waste management												70	004,1	760,17	70,000	000,07
Other													1	1	ı	ı
Total Canital Expenditure . Standard	c	1 220	6000	0000	007	-							ı	Ţ	ı	ı
Displace Commission in the com	7	4,430	0,000	7,300	132	16,8/0	21,948	23,990	27,800	18,330	12,217	6,275	9,291	152,246	190,044	174,487

Cash Receipts By Source Property rates Property rat	August 19,583 57,000 11,000 4,766 6,520 1,000 1,600 4,660 6,200 6,200 116,289	19,583 19,583 50,000 15,000 4,700 7,890 1,000 1,000 1,660 350 500	19,583 40,263 17,000 4,700 4,166 2,590 1,000	November 19,583	December	January							Framework	
oblection charges revenue 65,000 anue 65,000 4,700 anue 65,000 4,166 65,000 65,	19,583 57,000 11,000 4,166 6,520 1,000 1,000 4,66 6,520 1,00	19,583 - 50,000 15,000 4,166 7,890 1,00	19,583 40,263 17,000 4,700 2,590 1,000	19,583		6.000	Fohrish,	March	A		T.	Budget Year	Budget Year +1 Budget Voor +2	CT reeV templi
collection charges revenue enue enue enue enue enue enue enu	19,583 57,000 11,000 4,700 4,166 6,520 1,000 1,000 1,6	19,583 - 50,000 15,000 4,166 7,890 1,00	19,583 40,263 17,000 4,700 4,166 2,590 1,000	19,583			, de la 1	Maicil	April	May	June		2013/14	2014/15
oblection charges revenue enue enue enue enue enue enue enu	57,000 11,000 4,700 4,166 6,520 1,000 1,000 4,660 6,200 6,200	50,000 15,000 4,700 4,166 7,890 1,000 1,000 1,500 1,00	40,263 17,000 4,700 4,166 2,590 1,000		19,583	22.315	22.987	23 400	ON BUO	25 400	200	1	4	
enue enue enue enue enue enue ament estimants g debtors g debtors apital & Contributed assets sing mer deposits mrer deposits	57,000 11,000 4,166 6,520 1,00	50,000 15,000 4,700 7,890 1,00	40,263 17,000 4,700 4,166 2,590 1,000						24,000	23,100	779'07	776,527	279,340	293,307
rifue revenue ment westments glebtors glebtors apital & Contributed assets sing contributed assets men deposits men deposits men deposits	11,000 4,700 4,166 6,520 1,000 1,000 1,60 4,66 850 6,200 116,289	15,000 4,706 7,890 1,000 1,000 1,660 350 500 12,000	17,000 4,700 4,166 2,590 1,000	27,000	24,000	28,000	31,000	33,300	35,000	41.000	66.657	498 220	577 935	620 040
ment ment restments grebtors adebtors applial & Contributed assets simulated assets anner deposits mer deposits anner deposits and deposit	4.700 4.166 6.520 1.000 1.000 1.600 4.660 4.50 6.200	4,700 4,166 7,890 1,000 1,600 350 500 12,000	4,700 4,166 2,590 1,000	19,000	23,000	25,000	23,000	21,000	15,000	13,000	13 849	200,220	208,407	349,063
ment vestments glebtors all applial & Contributed assets sing anner deposits mer deposits mer deposits	4,166 6,520 1,000 1,000 4,660 6,200 116,289	7, 166 1,000 1,000 1,000 1,600 1,600 1,000	4,166 2,590 1,000	4,700	4,700	4,700	4,700	4,700	4.700	4.700	29.328	81 028	95 566	240,363
ment restments graphers and experiments graphers applied & Contributed assets and a contributed assets and a contributed asset	6,520 1,000 1,000 4,660 850 6,200	7,890 1,000 1,000 4,660 500 500 12,000	1,000	4,166	4,166	4,166	4,166	4,166	4,166	4,166	38.928	84 754	89 500	90,106
ment restments glebtors al apital & Contributed assets sing cing current debtors	1,000 160 4,660 450 850 6,200	12,000	1,000	8,540	068'9	5,740	5,480	3,350	2,560	5 890	7 786	68 736	70 505	30,313
aptial & Contributed assets	160 4,660 450 850 6,200	4,660 350 500 12,000	1	1,000	1,000	1,000	1,000	1,000	1.000	1,000	1,806	12 806	13 523	14.252
debtors al apital & Contributed assets and a contributed asset a contributed asset and a con	4,660 450 850 6,200 116,289	350 350 11,000		258	100	0	350	0	0	000,1	000,1	2,000	13,523	14,253
apital & Contributed assets	450 850 6,200 116,289	350 500 112,000	4,660	4,660	4,660	4,660	4,660	4.660	4 660	4 660	7 992	2,000 56.263	2,112	2,226
al apiral & Contributed assets sing contributed assets and a contributed assets are a contributed assets and a contributed assets are a contributed assets and a contributed assets are a contributed assets and a contributed assets a contributed assets and a contributed assets and a contributed assets a contributed assets a contributed assets and a contributed assets a contributed asset a contributed as a contributed asset a contributed asse	850 6,200 116,289	350 500 12,000						2	200,	000'+	766'4	767'96	29,402	62,610
apital & Contributed assets	6,200	12,000	1,000	700	2.900	300	650	1 000	2 500	000	1 0 1	1 0	1 3	I
apital & Contributed assets ing sing current deboxits	6,200	12,000	300	250	190	200	780	1,000	2,300	750	1,078	12,428	13,124	13,833
apital & Contributed assets and The deposits aurrent debtors	6,200	12,000			2	202	200	1,200	0000'1	06/	1,255	8,525	9,002	9,489
apital & Contributed assets ing ing current debtors	6,200	12,000		135 000				0.20			Ĭ,	1	1	1
apital & Contributed assets	116,289	110 000	15 900	12,560	12 600	000	0	51,313			Ţ	341,313	363,709	390,595
apital & Contributed assets			111 162	227 447	13,360	062,11	096,8	24,000	21,000	9,500	16,612	157,742	166,153	174,461
Transfer receipts - capital Contributions recognised - capital & Contributed assets Proceeds on disposal of PPE Short term loans Borrowing long term/refinancing Increase (decrease) in consumer deposits Decreases (Increase) in consumer deposits			701,110	114,102	104,749	107,331	108,333	173,089	116,686	110,766	211,899	1,793,179	1,960,358	2,100,351
Contributions recognised - capital & Contributed assets Proceeds on disposal of PPE Short term loans Borrowing long term/refinancing Increase (lecrease) in consumer deposits Decrease (Increase) in one-current dehores														
Proceeds on disposal of PPE Short term loans Borrowing long term/refinancing Increase (lecrease) in consumer deposits Decrease (Increase) in non-current dehores											1		,	
Short term loans Borrowing long term/refinancing Increase (decrease) in consumer deposits Decrease (Increase) in non-current dehiries											1			
Borrowing long term/refinancing Increase (decrease) in consumer deposits Decrease (Increase) in non-current dehivre											1			
Increase (decrease) in consumer deposits Decrease (forcease) in non-current dehorse											1			
Decrease (Increase) in non-current debtors											Ī			
											1			
Decrease (increase) other non-current receivables											1			
rent investments														
1 otal Cash Receipts by Source 275,459	116,289	119,999	111,162	237,417	104,749	107,331	108,333	173,089	116,686	110.766	211.899	1 793 179	1 950 358	2 400 254
Cash Payments by Type													000	2,100,331
Employee related costs	21,500	23.000	26.500	32 100	34 120	26,000	002.00	017						
Remuneration of councillors	1 200	1 210	1 500	1 670	34,120	35,000	36,789	37,156	45,200	41,000	53,299	405,188	432,937	462,325
Finance charges	299	5 437	266	786	3,440	1,670	1,984	1,985	1,875	1,199	2,703	19,781	21,265	23,950
Bulk purchases - Electricity 55,000	50,000	35.000	30 000	25,000	0,410	25,000	967'1	3,659	282	373	3,690	20,889	22,059	23,250
Bulk purchases - Water & Sewer	11,000	12.000	12,000	18,000	20,000	29,000	23,000	29,000	35,000	49,000	57,216	438,216	508,331	589,664
					-	-	12,000	12,000	12,000	12,000	9,605	158,605	176,845	197,182
Contracted services 3,198	3,198	3,198	3.198	3 198	3 198	3 108	2 100	0 400	0070		1		I	l.
municipalities					3	200	0,130	0,130	3,198	3,198	3,193	38,373	40,522	42,710
Transfers and grants - other											L		ı	ľ
	21,500	24,530	26,512	28,960	30,000	32,570	29,000	41,000	45.000	55 000	45 828	308 800	124 133	
Cash Payments by Type 106,907	108,697	104,375	100,001	109,115	117,437	118,228	107,227	127.999	142.556	161 770	175 534	1 470 852	4623,004	443,074
Other Cash Flows/Payments by Type	_											400'0 IL'	1,00,000,1	1,782,955
Capital assets		12,000	25,000	18,000	2.500	3.500	25,000	22,000	0000	000	0			
Repayment of borrowing 92	93	4.023	94	105	4 684	0,000	22,000	4,004	000,01	000,6	29,246	152,246	190,044	143,187
Other Cash Flows/Payments				3	too't	10	971	4,234	80L	101	4,994	18,811	20,500	23,500
Total Cash Payments by Type	108,790	120,398	125,102	127,220	124,621	121.825	132.353	154 292	152 665	155 074	- 2000			
NET INCREASE/(DECREASE) IN CASH HELD	7 499	(300)	(12 040)	40000	10000				200,40	10,00	203,114	606,000,1	1,833,635	1,949,642
	168,461	175,960	175,561	161.621	271819	(14,494)	(24,020)	18,797	(35,978)	(56,105)	2,124	142,270	126,723	150,710
Cash/cash equivalents at the month/year end:	175,960	175,561	161,621	271,819	251,947	237,453	213,432	232,222	196 251	196,251	140,146	1 007	142,270	268,994

Description	Ref	2008/9	2009/10	2010/11	С	urrent Year 2011	/12	2012/13 Mediu	m Term Revenue Framework	e & Expenditur
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year + 2014/15
Capital expenditure on new assets by Asset Clas Infrastructure	s/Sub-cl	1	00.400	404.005						
Infrastructure - Road transport		145,666 23,558	26,103 4,832	101,635 16,854	168,644 65,094	116,443 51,553	58,820	137,846	168,244	158,98
Roads, Pavements & Bridges		23,558	4,832	16,854	65,094	51,553	20,580 20,580	70,954 70,954	92,684	81,687
Storm water		20,000	1,002	10,004	00,004	31,000	20,380	70,954	92,684	81,687
Infrastructure - Electricity		20,514	11,757	9,329	60,397	34,606	15,005	21,500	21,500	34,000
Generation		2,621	11,346	9,329	60,397	34,606	15,005	21,500	21,500	34,000
Transmission & Reticulation										
Street Lighting		17,893	411							-
Infrastructure - Water		-	4,832	9,089	11,410	4,700	6,501	23,500	28,000	14,700
Dams & Reservoirs							T. T.			
Water purification										
Reticulation		00.500	4,832	9,089	11,410	4,700	6,501	23,500	28,000	14,700
Infrastructure - Sanitation Reticulation		90,596	3,588	10,657	26,673	24,893	16,520	21,892	26,060	28,600
Sewerage purification		90,596	3,588	10,657	26,673	24,893	16,520	21,892	26,060	28,600
Infrastructure - Other		10,998	1.004	EE 700	F 070	004	014			
Waste Management		10,998	1,094 1,094	55,706	5,070 5,070	691	214	_	-	-
Transportation	2	10,330	1,034		5,070	691	202	erro Fa		
Gas	-			1000				100		
Other	3			55,706			12			
	"			00,700			12			
Community		5,069	7,162	14,588	14,909	5,914	1,805	12,700	6,500	4,000
Parks & gardens Sportsfields & stadia		953	158	0.700	2,564	2,564				
Swimming pools		352		3,730	2,000 5,000	1,350	750	9,000		-
Community halls		499		924	3,000		1-304-54			
Libraries		28	665	4,487	250				100	
Recreational facilities Fire, safety & emergency		2,514	972	4,178	3,000	2,000	901			
Security and policing		559	2,245		1 1 1 1			-	5,000	1,000
Buses	7									
Clinics				222						
Museums & Art Galleries Cemeteries		164	832 1,820	687	1,275 820		-			
Social rental housing	8		1,020	-	820			1,200	-	-
Other			471	582			154	2,500	1,500	3,000
laden accet			440							, 2,1002
<u>feritage assets</u> Buildings		-	116	121	-	,i	-	-	-	_
Other	9		116	121						
nvestment properties Housing development		-	147	-	-	_	-	-	-	-
Other			147	_					1000	
ther assets		26,922	-	34,025	22,606	11,247	3,797	1,700	15,300	11,500
General vehicles Specialised vehicles	10	6,012 2,931	_	11,733 2,580	2,465	398		1,700		
Plant & equipment	10	2,931	_	11,941	14,075	5,500	-	=	-	
Computers - hardware/equipment		4,216		.,,,,,,	1,662	1,671	981			
Furniture and other office equipment			1	896	602	270			[
Abattoirs Markets		4,535			918	400				
Civic Land and Buildings		2,676		6,858	918	408	1,405		2,000	
Other Buildings		566		17				-	12,300	10,500
Other Land										1,0,1-2,0
Surplus Assets - (Investment or Inventory) Other		5,986			2 004	2 000				0.000
		3,300			2,884	3,000	1,411		1,000	1,000
gricultural assets List sub-class		-	-	_	-	1-1		-	_	
List sub-crass										
	1									
ological assets List sub-class		-	-	-	(-)	-	-	-	-	-
tangibles Computers - software & programming		-	-	-		_	-	_	-	-
Other (list sub-class)										
etal Capital Expenditure on new assets	1	477.057	22 500	450.000	000 450	100.001				
tal Capital Expenditure on new assets	1	177,657	33,528	150,369	206,159	133,604	64,422	152,246	190,044	174,487
ecialised vehicles	ТТ	2,931	-	2,580	14,075	5,500	-	-	-	-
Refuse					14,075	5,500				-
Fire		2,931		2,580						
Conservancy							1 1 A			
Ambulances	1 1									

ANNEXURE "C"

Quarterly projections of service delivery targets and performance indicators for each vote

2012/13 Service Delivery and Budget Implementation Plan

MUN	MUNICIPAL MANAGER	NAGER								TOTAL WEIGHTING PER KEY PERFORMANCE AR Service Delivery & Infrastructure Development Municipal Institutional Development and Transformation Good Governance and Public Participation Municipal Financial Viability & Management Local Economic Development	IGHTING F ery & Infras itutional De ance and F ancial Viabi	ER KEY PE tructure Dev velopment a ublic Partici lity & Manac	ERFORMA relopment and Trans pation gement	ANCE ARE, formation	TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100% ervice Delivery & Infrastructure Development 33.33% lunicipal Institutional Development and Transformation 13.33% ood Governance and Public Participation 23.33% lunicipal Financial Viability & Management 23.33% ocal Economic Development 6.66%
	Kov														
Item Nr	Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
M M		3.33%	IDP Grants spent to ensure the upgrading	Spending IDP grants for the Directorate	Spending IDP MIG grants on the Directorate Civil	53	-	RO							Tender documents.
	e Del struc lopm		and maintenance of		Services and Human	Z, 98	2 F	ВО	1						Progress reports.
	erifra		KOSH KOSH	Human Settlements	Settlements at a cost of B94 646 000 by line 2013	13,78	ε	R 47,323,000	1					Ī	
9	٦				0.02 0.00 (2.00)	3 Я	4	R 94,646,000							
ZININ	ine	3.33%		Spending IDP grants on the Directorate	Spending IDP MIG roll-over grants roll-over for the	1	-	R 14,316,141							Tender documents.
	ırıctu			Civil Services and Human Settlements	Directorate Civil Services	toejon	2	R 28,632,282							Progress reports. Vote number.
	l əsiv ntrast			Roll-Over	a cost of R57,264,564 by	ld wəl	8	R 42,948,423							
]					N	4	R 57,264,564							
MIMIS	& ture nent	3.33%		Spending IDP grants	Spending IDP MIG / DME	00	-	RO							Tender documents.
				Mechanical	Wechanical Engineering at	0,17	2 B	R 4,000,000							Progress reports.
				Engineering	a cost of R16,000,000 by	£,81	8	R 12,000,000							Vote number.
NANAA	الا		•		June 2013	Я	4 B	R 16,000,000							
WIIVI4		3.33%		Spending IDP grants on Electrical &	Spending IDP MIG / DME	ţ	-	R 3,060,250						-	Tender documents.
	struc			Mechanical	& Mechanical Engineering	əjon	2 B	R 6,120,500				5			Progress reports.
				Engineering - Roll- Over	at a cost of R12,241,000 by June 2013	d wə	8	R 9,180,750	1						
77474	8					N	4 R	R 12,241,000							
CINIIN		3.33%		Spending IDP grants on Municipal and	Spending IDP MIG grants on	to	- H	RO							Tender documents.
				Environmental	Environmental Services at	ejon	2 B	R 3,400,000							Progress reports.
	Infra			Services	a cost of R10,200,000 by	d wə	3 В	R 6,800,000	1					>	ote ridiliber.
OVAVA	8					N	4 R	R 10,200,000							
OIMIN	, & ture nent	3.33%		Spending IDP grants	Spending IDP MIG / DME	00	- B	RO							Tender documents.
	oivic ivery struc lopn				Economic Growth at a cost	00,00	2 R	RO						T	Progress reports.
	Del ofras				of R1,000,000 by June 2013	۱,00	3 R	R 500,000						>	Vote number.
	11					Я	4 R	R 1,000,000							

Tender documents.	- Progress reports. Vote number.			Tender documents.	Progress reports.	vote number.		Tender documents.	- Progress reports. Vote number.			Tender documents	Progress reports.	Vote number.					Portfolio of Evidence	MM Resolution	Municipal Score	Card	Proof of payment		
																			Comments						
																			Planned Remedial Action						
																			Reason for Deviation						
																			Expenditure						
																			Quarterly Actual Achievement						
																			Rating Key A						
RO	RO	R 10,750,000	R 21,500,000	R 4,264,102	R 8,528,204	R 12,792,306		R 4,264,102	R 8,528,204	R 12,792,306		RO	BO	2	R 1,250,000	R 2,500,000			Quarterly Projected Target	Appointment of facilitator	Strategic plan	developed	Council approval -	mplemented	Implementation completed
-	2	က	4 F	-	2	8	4	-	2	8	4	-		. 7	က	4			Quarter	1 A	S		σ.		4
82	8,83	8'91	Я	to	roje	d me	PΝ	t	ojeon	d wə	N		80	۷'9	99'2	. Ы			Base Line	plan	oig.	əte	nte b	əte	b1u O
Spending IDP council funds on the Directorate Civil	Services and Human	Settlements at a cost of R21,500,000 by June 2013		Spending IDP council roll-	a cost of R12,792,306 by	March 2013		Spending IDP council funds	Engineering (Fleet) at a	cost of R4,700,000 by March 2013		Spending IDP council funds	on the Directorate	Municipal and	a cost of R2,500,000 by	June 2013			Annual Target	Developing and implementing a 5 year	strategic plan for Council at a	cost of H300,000 by March	2013		
Spending IDP council funds on the	Directorate Civil	Services and Human Settlements		Spending IDP council				Spending IDP council funds on Electrical &	Mechanical	Engineering		Spending IDP council	Tunds on Directorate	Mullicipal allo					Key Performance Indicators (KPI)	5 Year strategic plan for Council developed	and implemented				
IDP Council Funded spent to ensure the	upgrading and	infrastructure in the	KOSH									IDP Council Funded	sperit to ensure the	maintenance of	infrastructure in the	KOSH			Objectives	To develop and implement a 5 year	strategic plan for	effective direction			
3.33%				3.33%				3.33%				3.33%							Weighting	3.34%					
ivery ture ent	Dell struc opm	Infra	8	Sr Ure	ruct	Seliyilə ViləCli İssil	uj		struc	esivi nfras evelo	1 %	j	ture	Luc	ice frasi evel		OPERATIONAL	Key	Performance Area (KPA)	u	nt a	әш	lsqi qole ofen	VAC	
MM7				WW8				6WW				MM10					OPERA		Item Nr	MM11				Í	

People on the move...

	To improve the	Supply Chain	Improving the Supply Chain		3 months	nths				Tondoro
Supply Chain		Management process	Management process by	10	-	Sinis				Tenders.
Management process improved		improved	reducing the turn-around time from 6 months to 3	oejon	2 3 months	nths				Data base.
			months by June 2013	lew p	3 3 months	nths				Evaluation & Adjudication
				N	4 3 months	nths				committee minutes.
To conducted quarterly reviews to		Conducting 4 quarterly reviews with section 56		,	1 7 Inte	7 Interviews conducted				Assessments.
comply with legislation		employees byJ une 2013	employees by June 2013	(ləvite	2 7 Inte	7 Interviews conducted				
				slsigə-	3 7 Inte	7 Interviews conducted				
				ĺ	4 7 Inte	7 Interviews				
To sign the Performance		2013/14 Performance Agreements with	Signing 2013/14 performance agreements	stnə	-					Signed Agreements
Agreements to comply with		section 56 employees signed	with section 56 employees by June 2013	2\13 Iteem	2 -					
legislation				10S b 9A 93						
				Signe onsmotre	2013/14 Performs Agreeme	2013/14 Performance Agreements				
To approve the		2011/12 Annual	Approving an 2011/12		2011	2011/12 Annual		-		MM Becolution
Annual Performance Report to comply with	g Ę	Annual Performance Report Report to comply with approved by Municipal	Annual Performance Report by Municipal Manager by	unnA port	Perfo	Performance Report approved				
section 46 of the MSA Manager	\forall	Manager	August 2012	10/11 , 9 R e or	-					
				 50			_		E	
				ved rfori	2 -					
				orq Per	3					
				dΑ	- 4					

Council Resolution	Council Resolution	Progress reports. Attendance register, notices, agendas. Council resolution	Notice & Attendance Register	Notice & Attendance Register
2011/12 Annual Report tabled	2013/14 IDP	approved Approved policies (16)		
- 0 m 4	- N W 4	- N W 4	- 0 6 4	- 0 m 4
Tabled 2010/11 hoqs9 IsunnA	Approved QU 81/2102	New project	sgnijəəM 4	agnit∍∍M 4
2011/12 Annual Report Tabling the 2011/12 Annual tabled before Council by 31 January 2013	Approving final 2013/14 IDP by Council by May 2013	Ensuring the review and update of all budget related policies (14) and tariffs (16) by May 2013	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	Holding 4 Performance Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013
2011/12 Annual Report tabled before Council	Final 2013/14 IDP approved by Council		Number Audit Committee meetings meetings to ensure held to ensure an effective discharging of responsibilities by responsibilities	Number Performance Audit Committee meetings held to ensure an effective discharging of responsibilities
To table the Annual Report to comply with section 121 of MFMA	To approve the final IDP to comply with legislation	To ensure that all All budget related budget related bolicies and tariffs policies and tariffs are reviewed and updated reviewed and updated to comply with legislation	To conduct Audit Committee Meetings to ensure good governance	To conduct Performance Audit Committee Meetings to ensure good governance
3.34% 8.50 8.50 8.50 8.50 8.50 8.50 8.50 8.50	3.34%	3.34%	3.34%	3.34%
Good Governance and Public Participation	bood Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation
MIM16	MM17	MM18	MM19	MM20

2 Follow-up Reports				Printout from Main Ledger Account			1	Printout from Main Ledger Account				Printout from Main Ledger Account				Time Table				
					1															
						0	0									oial				
0	1	0	F	R444,734,500 24,07%	R895,469,000 48,59%	R1,340,203,500 73,41%	R1,790,938,000 100%	R38,834,294 25,52%	R66,331,775 43,59%	R83,633,731 54,96%	R152,172,000 100%	R18,634,000 25%	R37,268,000 50%	R55,902,000 75%	R74,536,000 100%	2011/12 Financial Statements	submitted			
1	2	က	4	-	2	ო	4	-	0	ဗ	4	-	2	ო	4		-	2	ო	4
	ports	2 Re			6 əmc	Outco		u	oillim 3	502,55	Я		6 əmo	Outc		stne	mətstö	g pəj	timo	luS
Number follow-up audit Reporting with 2 follow-up reported to review audit to review resolutions on	outstanding disclaimer and qualifications on the Auditor General's report by June	2013		Quarterly operational expenditure as a percentage	or planned expenditure (R1,790,938,000) by June 2013	0		Quarterly capital expenditure as a % of planned capital	expenditure (R152,172,000) by June 2013			4% of operational budget spent on repairs and	maintenance at a cost of R74,536,000 by June 2013			Submitting the 2011/12 financial statements to the	Auditor-General by 31 August 2012			
Number follow-up audit le reported to review	sclaimer ons on		Auditor's findings		percentage of planned (expenditure			a % of	planned capital expenditure			epairs				2011/12 financial statements submitted	to the Auditor-General			
To report on outstanding	- 0	gement			ensure financial				management to ensure financial sustainability	,		To control expenditure		ſ		To submit the 2011/12 Financial	e to	legislation		
3.34%				3.33%				3.33%				3.33%				3.33%				
		ovoð b		lsiar tneme	ı Final Vanag	inicipa انئy & ا	J M idsiV		nsni7 l egsnsN			,	sni7 la 8 yiliid 9mega	Via	ıΜ		ا Finan ility & gemen	Viab		J.
ZMIM				MM22				MM23				MM24				MMZ5				

Council Resolution			I	Council				Council				Register				Notices	Registers Report & Council	Resolution Revised strategy		
																				-
2013/14 Budget Process Plan tabled							2013/14 Budget approved			2012/13 Adjustment Budget approved						ation	lor	Approved strategy		
2013/14 Budg 1 Process Plan tabled	2 -	ص	4	-	- 2	ر س	2013/14 E 4 approved		- 2	2012/13 3 Adjustment Budget app	- 4	1 300	2 300	3 300	4 300	Public participation	2 Councillor workshops	3 Approve	- 4	
e Table	miT	pəlo	dsT T	196	png	pəno	nqqA	ţuə	mtauį te	bA bəvor egbu8	qqA I		so	lot		63	strate	bəvoı	qqA	
Tabling the 2013/14 budget planning process time table by 31 August 2012				Approving the final 2013/14 budget by 31 May 2013				Approving the 2012/13 adjustment budget by 28	February 2013			Creating 1,200 permanent and jobs exceeding 3 months	through the Municipality's local economic development	initiatives including capital projects by June 2013		Revising the LED Strategy by March 2013				
2013/14 Budget planning process time table tabled				Final 2013/14 budget approved				ent				± ~	months jobs created			LED Strategy revised				
lo approve the budget in order to comply with	legislation			To approve the budget in order to	comply with legislation)		To approve the 2012/13 adjustme Adjustment Budget to budget approved	comply with legislation	,		Jobs created (National Key	Performance Indicator)			To revise the LED strategy to comply	with legislation			
Financia yti tnəme	leq lilide ger	inici Vi naM		Ision 17 3.33%	Final By till neme	leqioi VabiV gene	N un M	laic tnema	insni ⁻ əgsni	Inpal Fallify & Ms	M dsiV	3.33%	obwer	ocal E Develo		3.33%	obweu	ocal Eco	ורק	30 100 00%
INIINIZO				MM27				MM28				MM29				MM30				

DIRECTOR STRATEGIC PLANNING, MONITORING AND CONTROL								ග	Municipal Financial Viability & Management Good Governance and Public Participation	ialice allo				
Key Performance Area (KPA)	nce Weighting A)	rting Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly R	Rating Key A	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
	4.56%	To develop and implement a 5 year	5 Year strategic	Developing and implementing a 5	ue	-	Appointment of							MM Resolution
		strategic plan for Council to ensure		year strategic plan for	ılq əig	2	Strategic plan							Strategic
		effective direction		B300.000 by March	aței		developed							Municipal
velopn velopn				2013	ate bə	ю	approval - Phase 1							Score Card Proof of
					ıtdai		Implemented							payment
					nO	4	Implementation completed							
put	4.56%	To approve the	Draft 2013/14	Approving draft		٦								Council
s jue	oiter	comply with	by Council			2								Resolution
	niota	legislation				ю								
oleve	rans				ous).	,	Draft 2013/14							
							approved							
put	4.56%	To approve the final SDBIP to ensure	Final 2013/14 SDRIP approved	Approving final	£1,	1								Council
lanc s tne piten	oiten	compliance with	by Executive	Executive Mayor (28		2								Resolution
ewd	nion	legislation	Mayor	days after approval of	S be	ю								
ojə	sue			budget) by June			2013/14 SDBIP							
vəQ				2013	nqqA	4	approved							
р	4.56%	 To sign the Performance 	2013/14 Performance	Signing 2013/14		-								Signed
titutio int ar ioitei		Agreements to	Agreements with	agreements with		5								Agreements MM Resolution
		legislation	section 57	section 57 employees	swe Sou	ო								
		9	signed	5) Odie 2010	oh		2013/14							
					ЭЧ	4	Performance Agreements							
	1001						signed							
	4.56%	o 10 approve the Annual	2011/12 Annual Performance	Approving an 2011/12 Annual			2011/12 Annual Performance						1	MM Resolution
e ju		Performance	Report approved	Performance Report	ıwsı	-	Report							
		Meport to comply with section 46 of	by Municipal	by Municipal			approved							
elop ansf		the MSA	יאומן ומאלפו	2012	Pe I	2								
)	enuu	8								
	-					4								

Council	Council Resolution	Council Resolution	Council Resolution	Council Resolution	Notice & Attendance Register	Notice & Attendance Register
- 2012/13 Mid- Year Assessment Report approved	2011/12 Annual Report tabled	Draft 2013/14 IDP approved	2013/14 IDP	approved 2013/14 IDP Process Plan tabled		
	2 1 1 8 2011 8 Rep			2 - 2 - 3 - 4 - 4 - 4 - 4 - 4 - 4 - 4 - 4 - 4	2 & 4	. 1 2 8 4
Approved 2011/12 Mid-Year Assessment Report	Tabled 2010/11	Approved Draff 2012/13 IDP	Approved PDP F1/21/02	abled 2012/13 IDP Plan	T SgnitaeM &	sgnitəəM &
Approving the 2012/13 Mid-Year Assessment Report by the Executive Mayor by 25 January 2012	Tabling the 2011/12 Annual Report before Council by 31 January 2013	Approving draft 2013/14 IDP by Council by March 2013	Approving final 2013/14 IDP by Council by May 2013	Tabling of 2013/14 IDP process plan before Council by August 2012	Conducting 3 Rep Forum meetings by June 2013	Conducting 3 community consultations meetings by June 2013
nent Zed ive	2011/12 Annual Report tabled before Council		λq	2013/14 IDP process plan tabled before Council	Number Rep Forum meetings I conducted	Number community consultations meetings conducted
To approve the Mid-2012/13 Mid-Year Assessment Year Assessment Peport to comply Report approvith section 72 of Mayor Mayor	To table the Annual Report to comply with section 121 of MFMA	To approve the Draft 2013/14 draft IDP to comply IDP approved by with legislation Council	To approve the final Final 2013/14 IDP to comply with IDP approved legislation Council	To table the IDP Process Plan to indicate key deadlines	To enhance public participation to comply with legislation	
4.56%	4.56%	4.54%	4.54%	4.54%	4.54%	4.54%
Municipal Institutional Development and Transformation	Municipal Inatitutional Development and Transformation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Raticipation	Good Governance and Public Participation	bood Governance and Public Participation
PMS6	PMS7	IDP1	1DP2	IDP3	IDP4	IDP5
∀/N	∀/N	Α\N	A\N	A\N	Α\N	Α\N

2012/1

4 Activity Reports				Reviewed	-2013/14 Internal Audit	Charter		Programme	-Notice & Attendance	Register Lindoted Biolo	Degreed Hisk Register	Report to Risk	Management	Risk Based	Audit Plan	Audit	Committee		Continuing	Professional Development	program					Assessment				
	s	-			1		Reviewed 2013/14 Audit	Clarer			2013/14 Risk	Assessment Workshop	facilitated				Approved 3- Year Bisk	Based Audit		1		Approved	2013/14 Continuous	Development	r logialli			Assessment Report		
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Issuing 4 activity reports to the Audit Committee and	Accounting Officer on the progress of rolling	out the audit plans by June 2013		Adopting the	(2013/14) in	accordance with IIA	2013	Facilitating the 2013/14 Risk	Assessment	Council departments	on emerging risks by	June 2013		Submitting a 3-Year Risk Based Audit	Plan 2013/14 to the	Audit Committee for	approval by June 2013		Develop the 2013/14	Development	Program for approval by Director Strategic	Planning, Monitoring	2013		Performing a peer-to-	peer quality	assurance and	programme by March	2013	
reports issued to the Audit	o o	Officer on the progress of	rolling out the audit plans	Reviewed IA Charter adopted		with IIA standards		2013/14 Risk Assessment	: :	emerging risks				3-Year Risk Based Audit Plan	2013/14	submitted to the			2013/14 Continuous	<u>+</u>	Program for approval by	ategic	gand		Peer-to-peer		and improvement			
ro issue activity reports to ensure good governance				To adopt the Internal Audit	Charter to comply	with legislation		To facilitate the Risk Assessment	workshop to ensure workshop	and to comply with	legislation			To submit a Risk Based Audit Plan to	ensure				To continue with	Development to	ennance knowledge, skills	and other	Internal Audit staff		To conduct quality	assurance	Improvement programme to	comply with	requirements	
%4°.				4.54%				4.54%						4.54%					4.56%						4.56%					100.00%
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	A/N	1			V.	/N				A/N						Α\N					∀/I	N					Α\ν	1		

DIRECTORATE CIVIL SERVICES AND HUMAN SETTLEMENTS

IDP PROJECTS

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = Service Delivery & Infrastructure Development 100% 100%

Portfolio of Evidence	Priority roads / wards.	Appointment letter.	Certificates. Physical road	paved.	Proof of	payment.	vote number.	Priority roads /	wards.	Appointment	letter.	Certificates.	Physical road	paved.	Proof of	payment.	Vote number.			Priority roads /	wards.	- Appointment	letter.	Certificates.	Physical road	paved.	payment.
Comments																											
Planned Remedial	Action																										
Reason for Deviation																											
Expenditure																											
Quarterly Actual																											
Rating Key																											
Quarterly Projected Target	1 km open storm water channel	1 km open	channel -	Project	nalaidillo			Planning,	Design & SCM	Process	Appointment of	contractor &	Construction (0.	Km)	1 km open	storm water	1 km open	storm water	channel	Construction	(0.6 km)	2.5 km Road	paved	5.1 Km Road	paved - project	completed	
Quarter	-		α			Ю	4	,	-		4	2		×	<u>ო</u>	S)		4	0	,	<u>-</u>		2	2	3		4
Base Line Quarter		u	2 K	.2								ι	Κn	7								1	9 N ()- (В		
Annual Target	Constructing a 2 km main storm water drainage in Jouberton (Phase 3) from	Tshepong Hospital to Schoonspruit river at a cost	of R3,000,000 by	December 2012				Constructing a 2 km main	storm water drainage (sub	Sulface) III Jouperton	(Filase 4) at a cost of	no, uou, uou by aune 2013								Paving of 5.1 km taxi	routes and upgrading or	stollii watel ulaliilaye	System as per program in Inlineator (Phase 4P) of	cost of B6 800 000 by	March 2013		
Key Performance Indicators (KPI)	Km main storm water drainage constructed in Jouberton (Phase	3) from Tshepong Hospital to	uit river					n water	Girface) constructed	in laubaton (Bhasa	III doubertoii (Filase	F								Km taxi routes paved			rcton				
Objectives	To provide main storm water drainage to ensure	new infrastructure and better service	delivery					To provide main storm water	drainage to encure	new infractructure	and hetter service	delivery	6						To post of the property of the post of the	10 pave taxi routes	water drainage	systems to ensure a	better accessibility to program in Jouh	the community			
Weighting	1.785%							1.785%											1 7050/	0/ 00 / 1							
Key Performance Area (KPA)	% tnemqd	liver) evelo	e De	ooivr utou	ə2 its	erin	7	ennt:	ınc	ļse	nfr In 9	mc I %	siol sty	evi 9ve	lə C] 9:	oiv	361			a.	ini	ruc	l 93 last velo	III		
Item Nr. (Section)	ROA1							ROA2											RO43	2							
Vote No.		98 10) þ S	352	50																23.	t I	04	52	3 2	50	

2012/13

Priority roads / wards. Appointment letter. Certificates	Physical road paved.	payment.	Vote number.		Priority roads /	wards.	Appointment	letter.	Development	paved.	Proof of	payment.	Vote number.	Priority roads /	wards.	Appointment	letter.	Certificates.	Physical road	paved.	Proof of	payment.	Vote number.	
Planning, Design & SCM Process Appointment of contractor &	Construction 0.75 km open storm water	0.75 km open storm water	channel -	Project completed	SCM Process	Appointment of	contractor &	Construction	(0.7 km)	2 km Road	2 2 2	3.4 Km Road	paved - project completed	Planning,	Design & SCM	Process	Appointment of	Contractor &	Construction (1.5 km)	1 E km Dood	ווא כיוסק	paved	Z Km Hoad	paved - project completed
- 2	ო		4		-				111.	က			4	3	-			2		L	က			4
Constructing 1.5 km stone pitching and lining 1.5 km of storm water drainage in Khuma (Phase 2) at a cost of R3,757,000 by June	3 K m					routes and upgrading of	storm water drainage systems ner program in	se 5) at a cost		2013	† •	9 S B	'4 d		 Jo	irainage		se o) at a cost	or K7,200,000 by June					94 d
Km stone pitching constructed and km of storm water drainage lined in Khuma (Phase 2)					Km taxi routes paved	and storm water drainage system	uralitage system upgraded as per	program in Khuma	(Phase 5)					Km taxi routes paved	and storm water	urainage system	upgraded as per program in Khuma	Program in Minina	(riidse o)					
To construct stone Km stone pitching pitching and lining of constructed and km storm water drainage to ensure drainage lined in the speedy flow of Khuma (Phase 2)	water during raining seasons	ii.			To pave taxi routes	water drainage	ure a	better accessibility to program in Khuma	the community						E.	water uralitage	better accessibility to program in Khima	the community						
1.785%					1.785%									1.785%										
erutourte fne	l & yrevi m q ol ev e	lle (l	e si v i			w d %	eloβ eιλ	vile v 9 C] ə.	ə əi vı ı ut ə u	i 9 (S s s 1	J ul	n re	ın c ţ	1181	sıìn in e) W (elop elop	∋vi∣ v 9	lə (] 9:	oiv.	198
ROA8					ROA9	6	091	, 10	17 9	3256	5 0	7		HOA10										_

Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment.	Vote number. Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	Priority roads / wards. wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.	Priority roads / wards. Appointment letter. Certificates. Physical road paved. payment. Vote number.
SCM Process Appointment of contractor & Construction (0.6 km) 1.5 km Road paved 2.6 km Road paved	completed Planning, Planning, Process Appointment of contractor & Construction (1.5 km) 1.5 km Road paved 2 Km Road paved - project	Completed Planning, Design & SCM Process Appointment of contractor & Construction 0.75 km open storm water channel 0.75 km open storm water channel Project	SCM Process Appointment of contractor 1.55 Km Road paved and 1.4 km rehabilitation - project completed
- 0 6 4	- 0 w 4	- 0 w 4	- 0 w 4
Phase 3 completed	Phase 3 completed	New project	Rolled-Over from 2010/11 Financial Year
Paving of 2.6 km taxi routes and upgrading of storm water drainage system as per program in Alabama (Phase 4) at a cost of R4,000,000 by June 2013	Paving of 3.5 km taxi routes and upgrading of storm water drainage system as per program in Alabama (Phase 5) at a cost of R7,200,000 by June 2013	Constructing 1.5 km stone pitching and lining 1.5 km of storm water drainage in Kanana (Phase 1) at a cost of R5,000,000 by June 2013	Paving of 1,55 km and 1,4km rehabilitation of taxi routes and upgrading of storm water drainage system in Kanana (Lenong Road)(Phase 2B) at a cost of R2,957,973 by March 2013
To pave taxi routes Km taxi routes paved and upgrade storm and storm water drainage systems systems to ensure a upgraded as per better accessibility to program in Alabama the community (Phase 4)	To pave taxi routes Km taxi routes paved and upgrade storm and storm water water drainage system systems to ensure a upgraded as per better accessibility to program in Alabama the community (Phase 5)	Km stone pitching constructed and km of storm water drainage lined in Kanana (Phase 2)	D
To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	To construct stone pitching and lining of storm water drainage to ensure the speedy flow of water during raining seasons	To pave taxi routes Km taxi routes pave and upgrade storm and storm water water drainage drainage system systems to ensure a upgraded as per better accessibility to program in Kanana the community (Lenong Road)
1.785%	1.785%	1.785%	1.785%
Service Delivery & Infrastructure Development	Service Delivery & Infrastructure Development	Service Delivery & Infrastructure Development	Service Delivery & Infrastructure Development
ROA11	ROA12	ROA13	ROA14
203625 401 4530			203525 401 4537

		Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment.	Appointment letter. Payment certificates Certificate of practical completion. Proof of payment. Vote number.
SCM Process Appointment of contractor & Construction (0.6 km) 1.8 km Road paved 3.249 Km Road paved - project completed Planning.	Planning, Design & SCM Process Appointment of contractor & Construction (1.5 km) 1.5 km Road paved 2 Km Road paved completed completed	SCM Process & Appointment of Contractor Klerksdorp rehabilitated Stilfontein Chabilitated Orkney rehabilitated Process & Contractor Corkney Contractor Corkney Contractor Corkney Contractor Corkney rehabilitated	Construction 2,5 m height Construction 2,5 m height Construction 2,5 m height Construction 2,5 m height - 10 Mr reservoir completed
L 2 & 4	Plannii Plannii Pesign Proces Appoin Contrac (1.5 km 1.5 km 3 paved 2 Km F	SCM Proposition of the providers of the proposition of the pr	1 Con 2 Con 3 M h 4 M ft n
Paving of 3.249 km taxi routes and upgrading of storm water drainage system as per program in Kanana (Phase 5) at a cost of R4,000,000 by June cost of R4,00	Faving of 3.5 km taxi routes and upgrading of storm water drainage system as per program in Annana (Phase 6) at a cost of R7,200,000 by June po 2013	ing of old landfill fontein, and Orkney at a 1,196,668 by t,196,668 by heleted by professional service	Improving bulk water supply with a new 10 Mc reservoir for Khuma proper at a cost of R7,500,000 and R4,000,000 (counter pruding) by June 2013 serial and R4,000,000 (counter pruding) by June 2013 serial and R4,000,000 (counter pruding) by June 2013 serial and R4,000,000 (counter pruding)
g g	aved	Old landfill sites Rehabilitat rehabilitated sites at Stil Klerksdorp cost of R1-v June 2013	Bulk water supply Improv improved with a new supply 10 M& reservoir for reserve Khuma proper at a coan R4 funding
To pave taxi routes Km taxi routes pave and upgrade storm and storm water water drainage drainage system systems to ensure a upgraded as per better accessibility to program in Kanana the community (Phase 5) To pave taxi routes Km taxi routes pave	and upgrade storm and storm water and upgrade storm and storm water water drainage system systems to ensure a upgraded as per better accessibility to program in Kanana the community (Phase 6)	To rehabilitate old landfill sites to ensure a safer environment	To improve bulk water supply in Khuma to ensure a basic water service
\$ viewing Beirvery & left betweing the mendolevel bevelopment between the mendolevel bevelopment between the mendolevel bevelopment between the mendolevel betwe	Service Delivery & Infrastructure Development	Infrastructure Development	Infrastructure Development
8034104 503525 4014508 ROAd 60415 804169 104109 8		Service Delivery &	Service Delivery &

Appointment	letter.	Payment	certificates.	Certificates of	practical	completion.	Hecommendatio	n & Appointment	letter.	Zink tank.	Proof of	-payment		Invoices.	Pictures.	Pressure tower.	Proof of	payment				Invoices.	Pictures.	Presente tower	Droof of	10 1001	payment		
	<u> </u>																												
SCM Process	Construction	stage	Drilling of bore	holes	Project	Construction	COITSII UCIIOII	siage	0.5 Mt zinc tank	completed				Bulk water	pressure tower	(± 10.8m)	completed					Bulk water	pressure tower	(± 10.8m)	completed				
-	0		8		4		-		~		თ	4			-	_	J	. 2	ო	,	4		-	-	, 0	T	- 2	ا	4
	10	ə[o	ı bı	мə	N		ıυĶ	et	o u i	z }	W 9	2.0		р	919	Įdι	шo) l	១នទ	4 c	ł	ţ	91	əjd	l w	00	ļ (988	4 d
Supplying water to-4 rural	schools and 2 clinics as	per program in the KOSH		RZ,000,000 by June 2013		To increase capacity Mt capacity increased Increasing the capacity of	the current 0.25 MP zinc	une cannent o.so Ivit sillo	tank in Tigane ext 4 to a	U.S IMEZING LATIK AT A COST	or K1,440,960 by		State of the state	Supplying bulk water	pressure tower (± 10.8m)	(Pnase 2) to Knuma at a	cost of H144,324 by	September 2012				Supplying bulk water	pressure tower (± 10.8m)	(Phase 2B) to Khuma at a	cost of R3,962,121 by	Sentember 2012			
Water supplied to 4	rural schools and 2	ram	in the KOSH area			Mt capacity increased	of the current zinc						Bully wotor or mahy	1	aler		3 Z) TOF	Knuma proper				Bulk water supply	ater	pressure tower (±	10.8m) (Phase 2B) for cost of R3,962,	Khuma proper			
To supply water to	rural schools and	clinics to improve	service delivery in			To increase capacity	of the zinc tank in	Tigono oxt 4 to most	water demond	שמופו חפווומוום			To improve hill	Wotor Cupply in	Water Supply III	niulia (Filase z) to	ensure a basic water	service				To improve bulk	water supply in	Khuma (Phase 2B)	to ensure a basic	water service			
1.785%						1.785%							1 785%	0/20								1.785%							
8 1	ver) ture ent	eli lou m q	e D Strain	oiv S111 V 9	71 9 S 11 0	8	ry 9. 1 m	ον i θ i	bu. .nc .eqi	9 } }	oiv sıln və(198 		8	ιγ re tn	e νίι υτο Θ π	19 C 2 U T 1 Q C	ice l seri	orv Inl De	S		8	ə	un:	ı o n	113	eoi fras eve	erv B B	S
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Tender	- document	Appointment of	-contractors.	Invoices.	- Physical	construction	4,5 km pipes	laid	Tender	- document	Appointment	letter.	Certificates.	New chlorine	_ boosters	Proof of	payment.	Vote number.				Т									Resolution	- Appointment	letter	Certificates	telemetry	system	Proof of	i enidei	Appointment of	Contractors	Invoices.	- Physical	construction	3 km pipes laid	Vote number
L																		-									11																		
																							- 11																						
	_		_		_										_							_																		_					
SCM Process	O soite stone	km pipes laid	Construction - 2	km pipes laid	Construction -	0.5 km pipes	laid - Project	completed	SCM Process	Ou Dorp,	Jouberton and	Orkney reservoir	chlorine stations	refurbished	Donding and II.	Dawkinsville,	ייים ווומוות	Doringkruin	reservoir	chlorine stations	refurbished	Mines Boad and	Mooi street	riosonic	chloring stations	of urbished	reiurbisried -	Project	completed		SCM Process	Telemetry	software system	upgraded			SCM Process		Construction - 1	km pipes laid	Construction - 1	Construction 4	construction - 1	Project	completed
-		N		က		_			-			2						ო								4				T	-		2	_	ო	4	,-		2	1	e			4	
	pe	pleto	lw	00	, ə	รยเ	14								ļu	эш			бі	nita	sixe	ЭΙ	PIO																						
	Dawkinsville reservoir and	the installing bulk line	services (± 4,5 km) to	Goudkoppie (N12 East	aleas)(Filase Z) at a cost	or K4,000,000 by June	200		Refurbishing the Ou Dorp,	Dawkingvillo Muranti	Desire less Misses Base	Doringkruin, Mines Road	arid Mool street reservoir	chlorine stations by	replacing the chlorine	booster pump and	cniorinators at a minimum	cost of R1,500,000 by June	2013											intomolog the paintage	opgraduing the telemetry	KOSH area at a cost of	R1.500.000 by December				Installing a minimum of 3	lines at the N12 areas km water lines at the N12	areas at a cost of	R3,000,000 by June 2013					
Supplying water from	Dawkinsville reservoir	and the installing bulk the installing bulk line	IIIIe services (± 4,5	Km) to Goudkoppie	(IVIZ EASI	areas)(Phase Z)			Chlorine station	ופומוסוסום																				Telemetry coffware	system upgraded	555564					Number of km Water	lines at the N12 areas	installed						
To supply water	ITOTII DAWKINSVIIIE	reservoir to	to improve the horiz	Water service	אמופו ספו אופפ				I o Improve water	comminity	600000000000000000000000000000000000000																			Toundrade	oftware		sustainable water	flow			line	at N12 areas to	icient	supply of water					
1.785%								70101	1.765%																					1.785%	2						1.785%					_			
		ver) ture ient	ncı	nstr	STÎ	u	5			ţu	ıəu	udo	ojə	vəc] =	ture	on	nte	fra	uĮ	<u>አ</u>	ιλ	əvil	əc	j əc	oiv.	ıəç	3			÷	un	Lnc	ise	ervic Infr De <i>v</i>	es		8	91	ուշ	: De stru	fra	uj	S	
WAT6								1A/A T7	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \																					WAT8							WAT9								

Work breakdown	schedule.	Appointment of contractors.	Invoices. Physical	construction .	Work	- breakdown	Appointment of	contractors.	Invoices.	construction .	- Vote number	Work	- breakdown	schedule.	Appointment or	Invoices.	Physical	construction				Portfolio of Evidence		Appointment	letter.	Certificates.	Physical road	Proof of	Priority list.	letter.	Physical road	resealed.
																						Comments										
																						Planned Remedial	Action									
																						Reason for Deviation										
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																						Rating										
Construction - civil works	completed				SCM Process	Manufacture	and supply mechanical	equipment	Mecrial: ,al	completed		SCM Process	Manufacture	and supply	mechanical	equipment	Mechanical &	completed				Quarterly Projected Target	2 km Resealed	6 km Resealed -	Project	completed			z km Hesealed	5 km Resealed - Project	completed	
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tna	ds (inuai 2,000 2010 2010	Cont 35,72 Uring	Э Э											ı	əvC	D-llo	Н	•			Base Line		əı	νO-	lloF	1			өлО-	IIOA	
Increasing the holding capacity at the Hartheesfontein WWTP	(Phase 1) civil works to	the capacity from 4Mf to	R13,459,186 by	September 2012	Increasing the holding	Hartbeesfontein WWTP	(Phase 1) mechanical	Works to the capacity from 4Mf to 8Mf (day at a cost of	R14,392,332 by March	2013		Increasing the holding	Harthoosfontein WWTD	(Phase 2) mechanical and	electrical works as per	tender document (counter	funding) to the capacity	cost of R5,292,306 and	H, 300,000 (H12,792,306) by March 2013			Annual Target	Resealing of 6 km roads in	the KOSH as per	programme at a cost of R5.700.000 by December	2012		Becealing of 5 km mode in	the KOSH at a cost of	R4,115,610 by December 2012		
ricreasing the holding increasing the holding capacity at the capacity at the Hartbeesfontein MAVT	WWTP (Phase 1)				Increasing the holding Increasing the holding	Hartbeesfontein	WWTP (Phase 1)					Increasing the holding Increasing the holding capacity at the	Hartheesfontein	WWTP (Phase 2)								Key Performance Indicators (KPI)	lled in	the KOSH area				Km roads resealed in				
holding capacity at the WWTP in	Hartbeesfontein to	ensure the effluent	requirements		To increase the	the WWTP in	Hartbeesfontein to	standards meet the	requirements													Objectives	To reseal roads to	maintain the existing	ioau IIIIasiruciure			To reseal roads to	g	road infrastructure		
8/ 00					1.785%							1.785%										Weighting	1.785%					1.785%				
re	nto	se De Velop			uəu	ry & Iopr							ncı	astri	infra Inər	. & n	skejc Neið	iləQ əQ	Service			Key Performance Area (KPA)	er f	ntor	e De astru	uţu	18		ure	elled struct mqole	Infra	
				9	SANZ						9	SAN3								CAPITAI PROIECTS	MOJECTS	Item Nr	ROA18					ROA19				
	210)† 9 L	2075												£09	9 91	920	20		CAPITAL		Vote No.	128	3 2.	0†9	Z98	503			E 09 9	3925	SC

Priority list.	Appointment letter.	Certificates.	kerbed.	Proof of	payment.	Portfolio of Evidence	Register.	Programme.	Proof of payment.		Market Inc.	water lay-out plan					Water lay-out	- plan			Water lay-out	plan			Water lay-out	pian						
						Comments																										
						Planned Remedial	Action																									
						Reason for Deviation																										
						Expenditure																										
						Quarterly Actual	Veilleage																									
						Rating																										
0.5 km kerbed	0.5 km kerbed - Project	completed				Quarterly Projected Target	3 Km	9 Km	13 Km	15,979 Km	129, 968	100%	129, 968	100%	100%	129, 968 100%	0	0	0	0	0	0	0	0	3,982 73%	3,958	74.24%	4,024 75.48%	4,097 76.85%			
-	0		က	4		Quarter	-	2	က	4	,	က	4		က	4	-	2	8	4	1	2	ო	4	m	4		m	4			
	erbing	u K	ı Kı			Base Line			5.04 Detr		126, 968 100%								0		0				3,892 3,892							
Km of various streets Kerbing 1 km of various Kerbed in the KOSH streets as per program in	Kerbing 1 km of various streets as per program in the KOSH area at a cost of R300,000 by December 2012.						15,979 Km of new municipal roads constructed in various areas by June 2013				126,968 and 100% of households with access to basic level of water by June 2013 - Urban Settlements						Zero household backlogs	level of water by June 2013		Backlogs eliminated as per	Urban Settlements			4,097 and 76.85% of households with access to	basic level of water by	June 2013 - Rural	Sellielle					
Km of various streets kerbed in the KOSH	Km of various streets kerbed in the KOSH sarea takes tak						To provide access to Km of new municipal	Km of new municipal roads constructed				households with	access to basic level of water - Urban	Settlements			Number of households with access to basic level of water - Urban Settlements				Nr. of backlogs eliminated - Urban Settlements				Nr and % of households with	level	or water - Hural					
To kerb streets in order to control storm water					Objectives	To provide access to	To provide access to municipal roads				To provide basic Number and % of municipal services households with (National Indicator) access to basic le of water - Urban Settlements						To provide basic municipal services (National Indicator)				municipal services (National Indicator)			To provide basic municipal services (National Indicator)				To provide basic municipal services (National Indicator)				
1.785%	1.785%			Weighting	1.785%										1.785%				1.785% T				1.785%									
Service Delivery & Infrastructure						Key Performance Area (KPA)					Service Delivery & Infrastructure Development						Service Delivery & Infrastructure Development				Service Delivery & Intrastructure Development				Maniquiavad				es			
ROA20	ROA20					Item Nr. (Section)	ROA21				WAT10						WAITI			07.4.4	WALIZ			071	WAT13							
203625 403 3026					OPERATIONAL	Vote No.		∀/N					∀/N						A\N				A\N				A\N >					

Water lay-out plan	Water lay-out plan	Register Vote number	Draft policy document DWARF approval letter Attendance register Council resolution	Copy of Application. Blue Drop Status. Feedback report. BDS System.											
1,439 1,373 1,307	0 66 132 205	20 0 0 20	DWARF approval Task Team & workshops Draft policy completed Water Management	Monthly compliance documentation submitted Monthly compliance documentation submitted Monthly compliance documentation submitted Submitted Monthly compliance documentation submitted documentation submitted											
- α ω 4	- a & 4		- 0 w 4	- 0 w 4											
6£4,↑	904	39 Reservoirs	Approved policy	sulst8 %88.39											
1,234 Household backlogs without the access to basic level of water by June 2013 - Rural Settlements	205 Water backlogs eliminated by June 2013 - Rural Settlements	Cleaning 40 reservoirs in the KOSH area at a cost of R500,000 and R527,000 by June 2013	Revising the Water Management Policy at a cost of R500,000 by June 2013	Obtaining a minimum standard of 95% Blue Drop status by June 2013											
Nr. of household backlogs without the access to basic level of water - Rural Settlements	Nr. of backlogs eliminated - Rural Settlements	Number of reservoirs cleaned	Water Management Policy revised	A minimum standard of 95% Blue Drop status obtained											
To provide basic municipal services (National Indicator)	To provide basic municipal services (National Indicator)	To clean reservoirs to comply with legislation	To revise water related policy to comply with legislation	To obtain Blue Drop status to improve water quality and water management											
1.785%	1.785%	1.785%	1.785%	1.785%											
	Service Delivery & Infrastructure Development	Service Delivery & Infrastructure Development	Service Delivery & Infrastructure Development	Service Delivery & Infrastructure Development											
WAT14	WAIIS	WAT16	WAT17	WAT18											
A/N	∀/N	2040051105104 2040051105104	Z04002 102 3645	A\N											

Register Register						Register Register										Dogiotor	Register					Register				Register. Programme. Proof of payment.					Application.	Status.	Feedback report. BDS
					11																												
116,360 99.97%	116,370 99.98%	116,380 99.9%	116,399	25	25	25	25	25	25	25	25	416 100%	416	416	416	100%									5 km	5 km	5 km		5 km				Green Drop status obtained
1 9	2	ω 1- ω	4	- 10	2	8	4	-	2	3	4	4 -	2	8	4			2	3 0	4 0	1	2 0	3	4 0	1	2 5		en	4	-	2	د	4 D 20
	10% 'S20				0					%001 91 7									201				1,5кт					autst2 %06					
116,399 and 100% of households with access to basic level of sanitation by June 2013 - Urban Settlements O Household backlogs without access to basic level of sanitation by June 2013 - Urban Settlements							100 Backlogs eliminated by	eradication). Completion of	incomplete toilets - Urban	Settlements	416 and 100% of households with access to	basic level of sanitation by June 2013 - Rural	Settlements		Zero household backlogs	without the access to basic	level of sanitation by June	ZUIS - Kurai Settiements		Φ	by June 2013 - Kural Settlements			Cleaning 20 km of main sewers as per program in	the KOSH area by June	5103			Obtaining a minimum standard of 95% Green	Drop status by June 2013			
with sic level - Urban - Urban hout sic level - Urban						or sametion - Orban Settlements		Nr. of backlogs	Settlements			Nr and % of households with	access to basic level of sanitation- Rural	of sanitation- Rural Settlements			Nr. of household backlogs without the access to basic level of sanitation - Rural Settlements			Nr. of backlogs eliminated - Rural Settlements				Km of main sewers leaned				\neg	A minimum standard of 95% Green Drop				
To provide basic nunicipal services to (National Indicator) To provide basic nunicipal services to municipal services to (National Indicator)						To provide basic municipal services	(National Indicator)			To provide basic Municipal services Municipal s					municipal services	_			To provide basic municipal services (National Indicator)			To maintain main sewer to ensure	maintenance of	throughout the year			To obtain Green Drop status for	d)	management				
1.785%					1.785%				1.785%					1.785% To provide basic municipal service (National Indicate				1.785%				1.785%					1.785% T						
Service Delivery & Infrastructure Development				Service Delivery & Infrastructure Development				Service Delivery & Infrastructure Development			uj	FIG	Service Delivery & Infrastructure Development				nçr	ntst	oivre sıfınl əvəC	8	& ure	uncț	Se Delir issit evel	uı	9J	ervice Delivery & Infrastructure Development			es	rvice Delivery nfrastructure evelopment			8
SAN5							SAN6				SAN		SAN8				01440	SAN9				SAN10				77.4	SAN11						
	Α\V	1		Α\I			Α\ν	1				Α\N				Α\N				∀/N					∀/N								

Excel Data	Actual plans.	Proof of payment.		Excel Data	base. Actual plans.	Proof of	pay men.	Closed	quotations	Proof of	payment				Portfolio of Fyidence		Title Deeds.	vote			De-registration	record	payments	Venus System				Attendance	register				
															Planned Remedial	Action																	
															Reason for Deviation																		
															Comments																		
															Quarterly Actual	Achievement																	
															Rating						1	_											
200	200	200	200	150	150	150	150	Closed	GIS system	maintained					Quarterly Projected Target	756	001	456	456	457	Identify	Advertize in	newspaper of	intent	Obtain court	De-registration	process	0			0		
-	2	ю	4	-	2	6		-	0		o 4				Quarter	-		7	е	4	-					4	12 (-		2	က	4	
suelo	d pə/	/bb.co/	√ 002	Suc	licatic ived	App rece	097	we	syste	s 6uii	tsix∃				Base Line	3 975	Title	Deeds										New	project				
Approving 800 building plans in terms of the	National Building	regulations by Julie 2013		Receiving 600 building plan	additions by June 2013			Maintaining the GIS	at an amount of R200,000	by June 2013					Annual Target	Transferring 1 825 Title	Deeds of pre 1994 old	stock houses through the	beneficiaries at a cost of	K200,000 by June 2013	of Title na and cost of une 2013							Conducting 2 housing	consumer education	community conducted sessions in the KOSH area at a cost of R150,000 by	June 2013		
Number of building plans approved				Number of building plan applications	received			GIS system maintained							Key Performance Indicators (KPI)	Number of Title	Deeds of pre 1994 old Deeds of pre	stock houses transferred through	the Deeds Office to	the beneficiaries	De-registering of Title De-registering of T Deeds in Kanana a Jouberton at a cos R200,000 by June							Housing consumer	education for the	community conducted			
To approve building plans to comply with	legislation							To maintain the GIS system to enhance	service delivery						Objectives	To registered and	deregistered Title	Deeds to ensure secure tenure and	ownership of houses the Deeds Office to									To promote housing	consumer education				
1.785%				1.785%				1.785%							Weighting	1.785%					1.785%							1.785%					100.00%
ıre	nton.	vice D ntrastr oevelo	11	re	Delive tructu	fras	uĮ	ure	truct	vice I Itrasi	nl &	CES	VOTE: HOUSING SERVICES		Key Performance Area (KPA)		nre	truct	vice I ofrasi	1	ment	8 Yr Idoli	əvile əvə(De L	ojvi Sutor	Sei	sıful	9 Jr	ını	etruc	rvice Infras Deve		99
TBS1				TBS2				TBS3				HOUSING SERVICES	HOUSING	ONAL	Item Nr. (Section)	HOU1					HOU2							нопз					
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Plan

DIRECTOR ELECTRICAL AND MECHANICAL ENGINEERING

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100% Service Delivery & Infrastructure Development

Portfolio of Evidence	8 High Mast Lights & Proof of	Close-out report	from consultant Handover	certificate	5 High Mast	Payment	Close-out report	from consultant Handover	certificate		Upgraded Network &	Proof of	Payment Close-out report	from consultant	Handover		Upgraded Network &		Payment Close-out report	from consultant	nandover		Appointment	letters of	consultant &	S High Mast	Lights & Proof of	Payment Close-out report	from consultant	Handover
Comments																														
Planned Remedial Action																														
Reason for Deviation																														
Expenditure																														
Quarterly Actual Achievement																														
Rating Keys																		L							_					
Quarterly Projected Target	Manufacturing of 8 high mast lights	Civil Works	8 High mast lights erected	Electrical reticulation and commissioning	Manufacturing of 5 high mast	lights	Civil Works	5 High mast lights erected	Electrical reticulation and	commissioning	Manufacturing of equipment	Installation and	commissioning - Project	completed			Material ordered	Construction	415 Houses	777 Houses	electrified -	Project completed	Appointment of	consultant and	Material ordered	and civil works		8 High mast lights erected	Electrical	reticulation and
Quarter	-	2 0	_ω =	4 m r o	-	T	2	<u>ო =</u> ო	4		1	_	2	. 0	9	- 4	-	2 (ε 4 σ	7	9			-	3 2	2		3		4
Base Line	bete	pjaluk	e3 œ	sen9	6ui)s			nistr ntsent	nism o Ini	л	bns b 3	aw	kgmo Volu stete	№ %		ο Λ	librin	∞ dı	edon 1-qot 2164	SIC	1/50	SOJ	1000					nco 8		
Annual Target	Installing 8 high mast lights in Kanana (ward 22 - 26)(phase 4) at a cost of	R600,000 by June 2013			Installing 5 high mast lights in Jouberton	extension 24 (ward	R300,000 by June 2013					equipment in pump	Ellaton (ward 8 & 29) to	the amount of R2,422,000 by December 2012	!		Electrification of 1,192 houses in Jouberton Ext	24 (ward 12)(Phase 2) at a cost of R8.719,000 by	June 2013				Installing 8 high mast	lights in Kanana (ward 22 - 26)(phase 5) at a cost of	R2,000,000 by June 2013					
Key Performance Indicators (KPI)	High mast lights installed in Kanana (Phase 4) High mast lights installed in Jouberton Ext 24 (Phase 1)								Number of mechanical and	electrical equipment	Ellaton upgraded				Number of houses in Jouberton Ext	24 (Phase 2) electrified					High mast lights	(Phase 5)	,							
Objectives	To install high mast lights to better service delivery										l o upgrade mechanical and	at plump station to at plump station in		maintenance of the existing	infrastructure	:	To electrify Jouberton Ext 24 to	of electricity					To install high mast	service delivery						
nting	5.88%				5.88%					/000							%88.6						5.88%							
Key Performance Area (KPA)	re Int	npn	Jeoiv Itasht Oleve(Л		əın	pnu	J eoiv Jesnir Jeve(4		1	un;	ilea : ounts ngole	entra				əınş	e Del	sıju	I							oivneć utounta		1
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Vote Nr		z LOI	9109			54	101	9109	S02	ĺ)9 I	01/9	1090	SC			60 l	0 7 9	109	50	ĺ								

2012/13

Appointment letters of	contractor m² Building extension and	2 additional	& Proof of	Payment Close-out report	from department		Portfolio of Evidence		Tender	Orders issued	1 Truck with	sound system &	2 Bakkies	Proof of	payment.	Lease	Agreement	4 Vehicles	Proof of	payment.					Portfolio of	CVIDEIICE	Register					negister				20101000	negister				Letter to Eskom				
							Comments																		Comments																				
							Planned	Action																	Planned Remedial	Action																			
							Reason for Deviation																		Reason for																				
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							Rating Key		_																Rating										L									l	-
Appointment of contractor	Material ordered and civil works	Manufacturing of equipment	Installation and	Commissioning - Project	completed		Quarterly Projected Target	SCM Proces	Orders issued	1 Truck and 2	bakkies	purchased -	Project	completed	- Cinclination of	Pase contract	Vahiolos /	Verlicies /	nurchased -	Project	completed				Quarterly Projected Target	7010	97%	%86	%66	99.29%	167,769	168 663	00000	168,663	168,663	298	894 - Project	completed			Report to	SACIII		Report to	Eskom
T	2	က		4			Quarter	-	- 2			ო		Ī	T	-		,	^			m ·	4		Quarter		-	N	m					ო	4	-		N	က	4	-		1 m		
0.000	liud noite						Base Line		;	pe	fouc	l M	∌N							Α ə∉ ∍Η r					Base Line			%	96		,	spjo	цэ: .t ⁻ '.Z		Н			OPK	l Bea		pq	e (o.	id w	ΘN.	
Upgrading of Jouberton main substation building	with a com- extension and additional 2 x 11 KV panels to the amount of	A1,320,000 by June 2013					Annual Target	Purchasing of 1 truck with		Imbizo's and 2 x 1400	bakkies for Speaker's	Office at a cost of	K1,700,000 by March	2 0 0	Purchasing of vehicles /	Ψ	at a cost of R3.000.000	by December 2012							Annual Target	op ode of households	with access to basic with access to basic level	of electricity by June 2013	- Urban Settlement		168,663 Households with	access to basic level of	electricity by June 2013 -	Orban Settlement		1,192 Backlogs with the	access to basic level of	electricity by June 2013 -	Urban Settlement		Number of backlogs 1,620 Backlogs with the with the access to	electricity by June 2013 -	Rural Settlement	(Jurisdiction of Eskom)	
n main	מחפת						Key Performance Indicators (KPI)	Number of vehicles		purchased					Number of vehicles		ס								Key Performance Indicators (KPI)	% of households	with access to basic	level of electricity				_	level of electricity			gs	ss to	el of	electricity		Number of backlogs with the access to				
To upgrade Jouberton main	ensure adequate supply of electricity						Objectives	To purchase	vehicles and plant	to better service	delivery				To purchase	vehicles and plant	to better service	delivery			25				Objectives	To provide basic	municipal services	to ensure access to	electricity (National	Indicator)	To provide basic	municipal services	electricity (National	Indicator)					electricity (National	T	no provide basic municipal services	_	(National	Indicator)	
. %88.5							Weighting	2.88%							. %88.9										Weighting	5.88%					2.88%	•				2.88%			-	/0000		-	•	_	
trianik	Jelivery Develop			sijuj		Key	Performance Area (KPA)			qn	do; ruţ:	seuj	шĮ	S		13	əJr	npr	ups	eoiv estir	1	;		Kev	Performance Area (KPA)		% / antan	onu	iec vilec Issri Isvel	Jul	en Int	ioe ingr ngr	evik ntst	∋a Silir		8, ure tria	nop nop			2	,8 v enut trien	onu	vileC rast	yuı	
ELE11					CAPITAL PROJECTS		Item Nr	ELE12							ELE13								ONAL		Item Nr. (Section)	ELE14					ELE15				i	ELE16			×	EI E17	,				
					CAPITAL	1/040	No.					ε	:063	9 80	999	900	160	Z					OPERATIONAL		Vote No.			ΥM	1			٧	N.				A	'N				ΥM	٧		

TOTAL WEIGHTING PER KEY PERFORMANCE AREA 100%

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NICIPAL & ENVIRONMENTAL S
DIRECTOR MUNI

DIRE	CTOR	MUNICIPA	IL & ENV	DIRECTOR MUNICIPAL & ENVIRONMENTAL SEBVICES	VICES				Se	Service Delivery & Infrastructure Development	Infrastructur	e Developmen	=	אור אורא ווא	82.35%
									Mu Mu	Municipal Financial Viability & Management Municipal Institutional Development and Transformation	al Viability & Inal Developr	Managemenenener	ent Transforme	ation	11.77%
IDP P	IDP PROJECTS	2													
Vote	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line (Quarter	Quarterly Rat Projected Target Ke	Rating Quarterly Actual	Expenditure	Reason for Deviation		Comments	Portfolio of Evidence
	PAR1		2.94%	To develop Jouberton	regional	Developing the		-	SCM Process	Acnievement			Action	0,	SCM Process
t098 101		elivery 8 ucture pment		regional cemetery to cemetery enhance service delivery infrastructure developed		infrastructure (1 ablution facility, 1 water supply and 1,6 km fencing) at	smetery 	2	1,6 km Fencing and water supply completed					14-2	Ablution Block 1,6 km Fence New
7 9098		ıfrastr				cemetery at a cost of	ing ce		Ablution block						Equipment, Register &
503		JI				R1,200,000 by March 2013	tsix∃	о С	completed - Project completed					ш. ш.	Proof of Payment
	0		3,00					4 -							
	PARZ		2.94%	To equip an Environmental environmental education education		Equipping the		-	SCM Process						New
6E E09		Deliven tructure opment		centre at Faan Meintjes to ensure capacity		educational centre at Faan Meintjes Nature	зэлС	2	Equipped centre						Equipment, Register & Proof of
91910		Infrasi		building in the community	(additional funding) equipped	Reserve (additional funding) at a cost of	비아님	8	Project completed						Payment
						R2,500,000 by March 2013		4							
	LIB1		2.94%	To address shortcomings by	igs at aries	Addressing shortcomings at various libraries	1:	1						ш. с	Reports to
105		tructi		improve library services and maintenance	addressed according to the	according to the	ojeo	2							Proof of
91920		rvice Infras Devel				business plan at a cost of B400,000 by June 2013	d wən	8	R 100,000						payment. Vote numbers.
							I	4	R 400,000						
2050 1	LIB2	livery & cture ment	2.94%	To provide a library service in Khuma to provide educational and	m² community Building a 681,39m² library in Khuma Ext community library in 8 built	Building a 681,39m² community library in Khima Ext 8 at a cost of		-	681,39m² Library completed					2 >	Minutes & variation orders.
09 00		nışşı		recreational facilities for		R1,658,556 by	e toe telqr	2 -							Com100 forms
0128		Infre		the intellectual upliftment of the community		September 2012		9							Payment
	201				$\overline{}$			4 -							certificates.
	20	er Tri	2.94%	To equip library in Tigane to provide	Erected community library in Tigane	Equipping the erected 798, 779m² library in	suy	1 S	SCM Process						Requirement list
F E 09		Delive tructur opme		ies for		Tigane Extension 3, as	Over n² Libr iilt	в <u>—</u>	Tigane library equipped as per					∞ n.	& Proof of Payment
512		nfras		the intellectual upliftment of the community		cost of R1,200,000 by	1622	<u>e</u> .	requirement list						
SO		i		ſ	,		'86Z	4							

Program.	Quotations & Invoices.	Upgraded	Proof of	Payment	Program.	Quotations &	- Upgraded	Stadium.	Payment	Program.	Quotations &	Uparaded	stadium.	- Proof of Payment	ĸ	Program.	Quotations & Invoices.	Upgraded	stadium.	Proof of Payment	SCM Process	2 4x4 Bush fire units	- Register &	Payment		Portfolio of Evidence	Approved	License		
																										Comments				
							f																			Planned Remedial Action				
																										Reason for Deviation				
																										Expenditure				
																				1						Quarterly Actual Achievement				
				70					D					1 7	,			_		70						Rating Keys				
SCM Process	Manufacturing of	Upgrading 50%	completed Kanana sport	stadium upgraded	SCM Process	Manufacturing of	Upgrading 50%	completed	Knuma sport stadium upgraded	SCM Process	Manufacturing of	Hagading 509/	opgrading 50% completed	Alabama sport		SCM Process	Manufacturing of	Uparadina 50%	completed	Tigane sport stadium upgraded	SCM Process	2 4x4 bush fire				Quarterly Projected Target				Licerise approved
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Upgrading of the Kanana	business plan at cost of	R2,000,000 by June 2013			Upgrading of the Khuma	business plan at cost of	R3,000,000 by June 2013			Upgrading of the	as per business plan at	cost of R2,000,000 by	June 2013		The state of the s	Stadium as ner program		June 2013			Purchasing 2 4x4 bush	area for fighting fire at a	cost of H1,200,000 by December 2012			Annual Target	Renewing the annual PC	obtain authority to	operate an airport at a cost of R4,611 by June	2013
Kanana sport	D D D D D D D D D D D D D D D D D D D				Khuma sport	ממתותון מסמומת				Alabama sport					Tichochochim	upgraded					Number of 4x4	purchased				Key Performance Indicators (KPI)	Annual airport license approved			
To upgrade Council sport facilities to	maintain aging	IIII asti ucture			To upgrade Council	maintain aging	Intrastructure			To upgrade Council	maintain aging	infrastructure			To unarada Council	sport facilities to	maintain aging	Initastructure			To purchase fire bush	and quality of life				Objectives	To manage the airport effectively to comply	with legislation		
2.94%					2.94%					2.94%					2 94%	ì					2.94%					Weighting	2.94%			
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Conducting 4 inspections at PC Pelser Airport to	ensure aviation safety by	June 2013		% of households 100% of households with with access to having access to having access to having lovel of	refuse removal by June	2013		108,000 Households with	e removal	2013		Zero household backlogs	level of refuse removal by	June 2013		Appointing 11 officials in the environmental	management section by December 2012			Presenting 16 awareness	and other venues in the	KUSH area by June 2013		Presenting 60 awareness	libraries by June 2011		
Number of inspections	conducted at airport ensure aviation			% of households with access to hasic	level of refuse	removal		Number of	access to basic	level of refuse	18000000000000000000000000000000000000	Number of Zero household	with the access to	basic level of refuse June 2013	3	Number of officials in the	environmental management	section appointed		Number of	programmes	presented at all KOSH libraries		Number of		presented at	KOSH area
To manage the airport effectively to comply	with legislation			To provide basic municipal services to	ensure the access	thereof (National Indicator)	(10000000000000000000000000000000000000	To provide basic municipal services to	ensure the access	thereof (National		To provide basic	ensure the access	thereof (National	,	To appoint environmental	management officials to comply with legislation	and to enhance sustainable	environmental development	To present awareness programmes to promote	library awareness	and youth KOSH libraries					
2.94%				2.94%				2.94%				2.94%				2.94%				2.94%				2.94%			
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Conducting 6 sport	council meetings to ensure the smooth running of sport clubs by June 2013 Conducting 8 health awareness campaigns for Council employees at a cost of R104,800 by June 2013							Conducting 1,000 general	to programme in the	KOSH area by June 2013		Conducting 12 fire	sessions conducted prevention information sessions according to	programme in identified	walds by build 2010	Collecting R8,482,344 income from driver's	licenses by June 2013			Collecting R63,463,193	registration and licensing	renewals by Julie 2013	
Number of sport	held			Health awareness	Council employees	conducted		Number of fire	conducted			Number of ward	מפספוס פווסמפפפ			R value income collected from	driver's licenses			R value income	vehicle registration	renewals	
To ensure sound sport								To adhere to Fire Codes Number of fire	comply with fire codes	(SANS) and regulations		To promote fire safety				To effectively do revenue collection to	ensure sound financial		,				
2.94%								2.94%				2.94%				2.95%				2.95%			
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Feedback Register.	Reports Maetings/	Agendas	Programme Feedback	Register.	material Vote number		Ledger	Daily Recons /	Income Votes		Ledger	- Daily Recons /	Income Votes		
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Road	Multi Block	15	s	ngisq	me) t	3°	00	00'0	۷0'۷	Я	ţo	roje	d me	N	
Conducting 12 (K78) multi road blocks with all law enforcement	agencies in the KOSH by June 2013		Conducting 35 traffic and road safety campaigns at	schools and crèches in the KOSH area according	to programme at a cost of R200,000 by June 2013		Collecting R11,593,972	on trainic lines by June 2013				warrant of arrests by June 2013			
Number of (K78) multi road blocks			Number of traffic and road safety	campaigns conducted at	schools and crèches		R value income	outstanding traffic	fines		R value income	warrants of arrest			
To promote road safety Number of (K78) multi road blocks							To collect revenue to	matters			To collect revenue to	matters			
2.94%			2.94%				2.95%				2.95%				100.00%
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Action Action	DIRE	СТОВ	DIRECTOR FINANCE							FSQS	OTAL V unicipal ood Go unicipal	VEIGHTIN I Institution vernance a	TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100% Municipal Institutional Development and Transformation Good Governance and Public Participation Municipal Financial Viability & Management	PERFORI nent and T articipation	MANCE A ransformat r	REA (KPA	() = 100% 8.34% 14.58% 77.08%
First Ferformance Colores Colo	OPEF	ATIONA	٩٢														
Find the control expenditure in the control expenditure in the control expenditure is a set of operational by a large and the control expenditure is a set of operational budget spent to expenditure as a set of expenditur	Vote No.	Item Nr. (Section)	Service Company	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line G		AND DESCRIPTION OF	HOROSPA CHOPANA	Quarterly Actual	Expenditure	Reason for Deviation		Comments	Portfolio of Evidence
FINZ Public Pub		FIN1	li & tne		To reduce disclaimers to		Reducing the number of		-						To the second		Number of
FINZ FINZ Common State Common	Α\I		ancia ility				Discialmers in Audit Report for the Financial	%C		92%							disclaimers as per
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BUD1 ILITY SEE Process by reducing the process by red		ENZ N	, Jut	2.08%		process	Improving the Supply Chain Management	ļ.		3 months							Tenders.
BUD2 Substitution Substitution Bud2	Α\I		3 Yillid				process by reducing the	oejou		3 months							Data base.
BUD2 in a control expenditure as a financial sustainability beneational management to ensure in a control expenditure as a financial sustainability beneating of planned capital in an an an an an an an an an an an an an	N		Viab				months to 3 months by	ew b		months	<u> </u>						Evaluation & Adjudication
BUD2 BUD2 BUD3 BUD4 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD4 BUD3 BUD4 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD4 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD3 BUD4 BUD3 BUD3 BUD3 BUD4 BUD5 BUD5 BUD5 BUD5 BUD5 BUD7							June 2013	N		months							committee minutes.
Figure F		BUD1	1	2.08%		onal	Quarterly operational expenditure as a			3444,734,500							Printout from Main
BUD2 BUD2 An anagement to ensure repairs and financial sustainability and project spent of the financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and financial sustainability repairs and maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of the first of the fi	A		& yti				percentage of planned	6 əu		1895,469,000							reage: Account
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BUD2 times and time capture between the expenditure and capture as a % of paraterly capital management to ensure financial sustainability planned capital expenditure as a % of paraterly capital as a % of paraterly capital as a % of paraterly capital as a % of paraterly capital as a % of paraterly capital as a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of maintenance at a cost of a paraterly as a						a)))		3,41%							
Municipal School of the control experior to ensure a spenditure as a % of financial sustainability and		RIDS		/000 0	1					%00							
BUD3 is possible to be presented by the properties of the possible of the possibility of		BODS	tneme			% of	Quarterly capital expenditure as a % of	uc		38,834,294 5,52%							Printout from Main Ledger Account
Municipa Mun	∀/1						expenditure (R152.172.000) by June	oillim 2		3,59%							
BUD3 is 2.08% To control expenditure % of operational budget spent on repairs and financial sustainability repairs and maintenance at a cost of ma	٧						2013	99'707		183,633,731 4,96%							
BUD3 2.08% To control expenditure % of operational budget management to ensure Inanagement In			Viab					R		3152,172,000 00%							
inancial sustainability repairs and maintenance at a cost of 69 2 maintenance at a cost of 69 2 maintenance Data Sala Mune 2013 Mune 201		BUD3	ţu				4% of operational budget spent on repairs and			118,634,000 5%							Printout from Main
snsM snsM snsM	Α\V		8 ytilic				maintenance at a cost of R74,536,000 by June	6 əwo		337,268,000 0%							
4	l		Vial				2013	Outco		355,902,000 5%							
			ıM							374,536,000 00%							

Printout from Main				Cost Coverage Print		ı	1	Debt Coverage Print	Ī		T	Outstanding Service Print &				Prints &	- Calculations on		
							-												
R12,354,600 10%	R55,595,700 45%	R92,659,500 75%	R123,546,000 100%	0.09			1	35.00%	37.50%	40.00%	42.50%	%08	78%	%92	74%	%08	82%	84%	%98
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MIG expenditure as 95 % of annual allocation	(R123,546,000) by June 2013			Cost coverage ratio for 2011/12 by August 2012 A=(B+C)/D	Where: "A" represents cost coverage "B" represents all ava			Debt coverage ratio for 2010/11 by August 2011 A=(B-C)/D	"A" represents debt coverage "B" represents total operating revenue received "C" represents operating	grants "D" represe		Outstanding Service Debtors to Revenue ratio for 2010/11 by August	2011 A=B/C Where:	A represents outstanding service debtors to revenue "B" represents total outstanding service debtors		6% Increase (from	annual service debtors	collection rate by June 2013	
MIG expenditure a % of annual allocation								% of Debt coverage ratio for 2010/11								% Increase in annual	מספונים מספונים ומופ		
Financial Viability expressed (National Key Performance Indicators)								Financial Viability expressed (National Key Performance Indicators)				Financial Viability expressed (National Key	Performance Indicators)			To increase Payments Received vs. Monthly	Levies (Collection rate of	Dillings)	
%80.2												2.08%				2.08%			
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Prints & Calculations on Financial Indicators	Printout from Main Ledger Account	Printout from Main Ledger Account	Printout from Main Ledger Account	Time Table	Council	Council
Letters of Intent to purchasers Recover resolved stands	20% 25% 30% 35%	90.00% 85.00% 82.50% 80.00%	8.00% 8.50% 9.00% 10.00%	2013/14 Budget Process Plan tabled	2013/14 Draft budget approved	2013/14 Budget
- 0 w 4	- 0 w 4			- 0 6 4		
New project	9 emoɔtuO	9 emoɔtuO	e əmoɔtuO	əldsT əmiT bəldsT	Approved Draft Budget	Approved Budget
Non-paid and non-developed Council sold recovering non-paid and stands older than 10 non-developed Council years identified and sold stands older than 10 recovered years by June 2013	Amount of rand value debtors outstanding as 35% of own revenue by June 2013	Reduce debt over 90 days from 90% to 80% by June 2013	90 % of debt collected as a percentage of money owed to the municipality by June 2013	Tabling the 2013/14 budget planning process time table by 31 August 2012	Approving the 2013/14 draft budget by March 2013	Approving the final 2013/14 budget by 31 May 2013
Non-paid and non- developed Council sold stands older than 10 years identified and recovered	R value debtors outstanding as a % of own revenue	% of debt over 90 days Reduce debt over 90 days from 90% to 80° by June 2013	% of debt collected as 90 % of debt collected a percentage of money a percentage of money owed to the municipality by June 2013	2013/14 Budget planning process time table tabled		
To identify and recover non-paid and non-developed Council sold stands to enhance revenue	To control debt management to ensure financial sustainability	To control debt management to ensure financial sustainability	To control debt management to ensure financial sustainability	To approve the budget in 2013/14 Budget order to comply with planning process legislation table tabled	To approve the budget in 2013/14 Draft budget order to comply with approved legislation	To approve the budget in Final 2013/14 budget order to comply with approved legislation
2.08%	2.08%	2.08%	2.08%	2.08%	2.08%	2.08%
Municipal Financial Viability & Management	Municipal Financial Viability & Management	Municipal Financial Viability & Management	Municipal Financial Viability & Management	Municipal Financial Viability & Management	Viability & Management	Municipal Financial Viability & Management
DEB3	DEB4	DEB5	DEB6	BUDe	BUD7	BUD8
∀/N	A\N	∀/N	∀/N	∀/N	Α\N	∀/N

Council	Council	Letter to Auditor - General	Prints & Calculations on Financial Indicators	Prints & Calculations on Financial Indicators	Print of Actual Spending
- - Budget policies & tariffs approved	- 2012/13 Adjustment Budget approved	2011/12 Financial Statements submitted	25.00% 45.00% 65.00% 100.00%	43.00% 50.00% 55.00% 60.00%	R 20,500,000 R 41,000,000 R 61,500,000 R 82,000,000
- 0 m 4	L 0 w 4	- 0 0 4	- 0 ω 4	- 0 m 4	- 0 m 4
Approved Financial Solicies & Tariffs	fnemtsujbA bevorqqA fegbuB	Submitted Statements	e əmoɔtuO	6 əmoɔfuO	noillim 07A
Approving the final budget related policies and tariffs by 31 May 2013	Approving the 2012/13 adjustment budget by 28 February 2013	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012	Grants as a % of revenue received by June 2013	60 % of budgeted revenue for property rates collected by June 2013 (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004)	R82,000,000 spend on free basic services by June 2013
Budget related policies approved	2012/13 adjustment budget approved	2011/12 financial statements submitted to the Auditor-General	Grants as a % of revenue received	% of budgeted revenue 60 % of for property rates rates collected 2013 (in the Mun the	R value spend on free basic services
To approve the budget in Budget related policies Approving the final order to comply with approved budget related policies budget related policies budget related policies and tariffs by 31 Missistation 2013	To approve the Adjustment Budget to comply with legislation	To submit the 2011/12 Financial Statements on time to comply with legislation	To identify the grants received as revenue to better service delivery	To collect revenue for property rates to comply with legislation	Indigent Subsidy for Free Basic Services allocations to comply with legislation (National Key Performance Indicators)
2.08%	2.08%	2.08%	2.08%	2.08%	2.08%
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BUD9	BUD10	BUD11	BUD12	RM1	REV2
A\N	Α\N	∀/N	∀/N	∀/N	

2012/13

Report	Proof of Payment			Report	Proof of Payment	T					Report Proof of Payment					Network Plan	Tender document	network equipment	(hardware)		Network Plan	Approved	Tender document	Network equipment	and orders (hardware)	Proof of Payment
																								-		
SCM Process	2 6 4 - 2 6								Government	dazelle	Software audited & licensed					Network plan approved	SCM Process		Deployment	Implementation	Consultation &	Drafting	Task Team &	workshops	Approved policy	Implement policy
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Sompiling a new	valuation roll (part 1) for the KOSH area at a cost of R3,500,000 by June	2013		Implementing a Rates By- Law for the KOSH area	by June 2013					A	Auditing and renewing of 15 different software	licenses at a cost of	Przydou, udu by June 2013	0		Approving an ICT integrated network	infrastructure plan for the KOSH area and	mplementing phase 1 for	the Finance directorate for at an amount of	R3,000,000 by June 2013	Drafting and	Implementing an E-Mail	Jolicy to regulate	software activities by	June 2013	
on roll (part	pauduoo (1			Rates By-Law Implemented						All software organizad				•		d network	implemented I		7 4		E-Mail policy drafted			<i>3</i> 0.		
	valuation roll to comply with legislation To implement a Rates By- Law to comply with legislation							8]		To andit & license	with	ופטוסומוטוו				pe o	provide remote access and services				S	to regulate 11 naraware	and solivation activities			
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Consultation & Drafting	Task Team & workshops	Approved policy	Implement policy	Consultation & Drafting	Task Team & workshops	Approved policy		Consultation & Drafting	Task Team & workshops	Approved policy		Consultation & Drafting	Task Team & workshops	Approved policy		Consultation & Drafting	Task Team & workshops	Approved policy		Consultation & Drafting	Task Team &	workshops	Approved policy		3	3	en en
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Drafting and implementing an User	Account policy to manage council's IT user	accounts by June 2013	V	Revising of the Security Policy by March 2013	od pən			Revising of the Security Policy by March 2013	∧eq bo	OJdu		Revising of the Internet Policy by March 2013	od pə		14	Revising of the Website Policy by March 2013	od pə <i>i</i>	NOIGG		ig of the Access to ation Policy by	March 2013 po		naa'			Specification Committee	by June 2013 Me
User Account policy drafted				Securtiy Policy revised				Back-up Policy revised				Internet Policy revised				IT Policy revised				IT Policy revised					Number of meetings of the Specification	ucted	
To implement an IT Policy User Account policy to manage user access drafted	activities			To revise IT Policies to keep-up with new IT				To revise IT Policies to keep-up with new IT				To revise IT Policies to keep-up with new IT	developments			To revise IT Policies to keep-up with new IT	developments			To revise IT Policies to keep-up with new IT	developments				10 implement Internal Co-Number of meetings of Conducting at least 12 operation and Controls to Ithe Specification	ensure compliance with	legislation
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Conducting at least 12 meetings of the	Evaluation Committee by	June 2013		Conducting at least 12	Adjudication Committee	by June 2013		Conducting 8 SCM workshops for internal &	external people by June	2013		Revising the Supply Chain Management	policy by March 2013				Submitting 4 quarterly reports on the	nentation of SCM	policy to council and	ounie by ourie	Submitting 1 annual	nentation of SCM	to council and public by June		
Number of meetings of the Evaluation	Committee conducted			Number of meetings of	Committee conducted			Number of SCM workshops for internal	& external people	conducted		Supply Chain Management policy	reviewed				Supply Chain Management policy	implemented			Supply Chain Management policy	implemented			
10 implement internal Co-Number of meetings of Conducting at least 12 operation and Controls to the Evaluation meetings of the	ensure compliance with	legislation		To implement Internal Co- Number of meetings of Conducting at least 12 noneration and Controls to the Adjustication	ensure compliance with	legislation		To implement Internal Co-Number of SCM operation and Controls to workshops for in		legislation		ly policy	for compliance with				To implement a Supply Chain Management policy	to comply with legislation			To implement a Supply Supply Chain Chain Management policy	to comply with legislation			
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Municipal Institutional Development and Transformation 27.27% Good Governance and Public Participation 51.52% Local Economic Development 9.09% Municipal Financial Viability & Management 12.12%		TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%	= 100%
+-	CL	Municipal Institutional Development and Transformation	27.27%
Management	ices -	Good Governance and Public Participation	51.52%
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Vote No.	. Item Nr.	mance (KPA)	ting	Objectives	Key Performance Indicators (KPI)	Annual Target	Base Line	Quarter	Quarterly Projected Target	Rating (Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
	ADM1	e and	3.03%	To hold section 79 & 80 committees	Number of sec.79 committees	Conducting 110 (10 sec.79) committees	sbı	-	30							Attendance
A/N		booi sanci sildu teqis		meetings held to	meetings (Port folio	meetings (Port folio	eetir	2	20							register, notices,
İ		yerr P		performance	Meetings) conducted (Meetings)	Meetings) by June 2013	W Þ	3	30							agendas.
		4					10	4	30							resolution
	ADM2		3.03%		Number of Mayoral Committee meetings	Conducting 11 Mayoral Committee and 11	00/	1	3 MayCo & 3 Special MayCo							Notices & Attendance
∀/ I				compy with registation	conducted	Special Mayoral Committee meetings by	ons oC	Ø	2 MayCo & 2 Special MayCo							Register
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							61	4	3 MayCo & 3 Special MayCo	1						
	ADM3	uc	3.03%		Number of ordinary	Conducting 11 Council		-	3 Council							Notices &
			.,	Council administration	council meetings	meetings by June 2013		-	meetings							Attendance
Α\ν		ernan articip		legislation	o and creat		S 8 S litəərr	2	2 Council meetings							Register
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-	LEG1		3.03%	To establish an	Engagement of	Fetablishing an	L		Took Toom 8	1						
		ion ion			Attorneys policy	Engagement of	ı	-	l ask leam & workshops							Attendance
A/N		Good onanc oublic ticipat		Attorneys policy to regulate the allocation	established	Attorneys policy for Council by December	9vO II	2	Policy approved							notices,
		Ι ΘΛΟ!		of cases and opinion to attorneys		2012	οЯ	8	r							Council
								4								resolution
	LEGZ		3.03%	To establish a contract management procedure for Council to enhance monitoring	Contract management system implemented	Contract Implementing a contract management system management system to implemented centralize all Council paragements for an arrangement for the contraction of the		-	Workshop & Consultations with top management							Attendance register, notices,
∀						management and	\GL		Implemented							agendas.
//N		usu usu				monitoring by December	\O I		contract							Procedure
						2012	ЮЯ	N .	management system							IIIaiiuai
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Consultation & Drafting	Task Team &	workshops	Approved policy		Consultation &	Task Team &	workshops	Approved policy		Identifying	stands	Verification	process of	identified stands	Letters of Intent to	purchasers	Recover resolved	stands	30	30	30	30		0		0		R 298,833	R 597,667	R 896,499	R 1,195,333	R 689.390	2006	H 1,3/8,//9	R 2,068,169	R 2,757,558
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Revising the Land Alienation policy to	expedite the disposal	and transfer of Council	ialiu by Malcil 2013		Drafting a Lease of Council Land Policy to	regulate market related	rental value by March	2		Identifying and recovering non-naid	and non-developed	Council sold stands	older than 10 years by	June 2013				0.00	Conducting 120 OHS inspections in Council	departments by June	2013		Ondination 2 Olic	Audits by June 2013				R1,195,333 spend on	I raining Expenditure for 2012/13 by .lime 2013			R2,757,558 spend on	Training Levy for	2012/13 by June 2013		
Land Alienation policy reviewed					Lease of Council Land Policy drafted					Non-pald and non- developed Council		than 10 years	identified and	recovered				Ol O to sodowill	inspections in	partments	collanciea		Number OHS andite	conducted				Rand value of	for 2012/13			Training Levy for				
To revise the land alienation policy to	comply with legislation				To draft a Lease of Council Land Policy to	comply with legislation				non-paid and non-	developed Council sold	stands to address the	shortage of land for	Council				To conditot Olic	inspections to ensure	legal compliance			To conduct OHS andits Number OHS andits	to ensure that all	deviations be corrected	according to the Act		To spent a percentage	on implementing its for 2012/13	workplace skill plan	(National Indicator)					
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Vote Number				Vote Number				WSP Plan					Proof of submittance.	EEP Report			Notices &	- Attendance	negister		Notices &	- Attendance		
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R5,000,000 spend on SETA Expenditure for	2012/13 by June 2013			R5,000,000 collected for	2012/13 by June 2013			Submitting 2012/13 WSP / ATB to I GSETA	by June 2013			Submitting the 2011/12	Employment Equity	Report to Department of Labour by September	2012		Conducting training for	45 employees on Employment Equity by	June 2013		Conducting 11 EECF	or or or or or or or or or or or or or o		
SETA Expenditure for 2012/13				SETA Income/Rec				Annual WSP / ATR	LGSETA			Annual Employment	Equity Report	Submitted to the Department of	Labour		Number of	employees trained on Employment	Equity		Number of EECF			
To spent a percentage SETA Expenditure of municipality's budget for 2012/13	of municipality's budget for 2012/13 on implementing its workplace skill plan (National Indicator) To spent a percentage SETA Incon of municipality's budget for 2012/13 workplace skill plan							To approve the Workplace Skills Plan	to comply with	legislation		To approve the	Workplace Skills Plan	to comply with legislation	ò		To approve the	to comply with	legislation		To approve the Workplace Skills Plan	to comply with	legislation	
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Programme implemented.	Proof of	- payment		Notices	- Attendance	Workshop	- material	Notices	- Attendance	Workshop	- material	Notices &	- Attendance	Register		0	Attendance	Course material			Notices &	- Attendance	Reports of	- Imbizo's	Attendance	registers.	Understanding	Vote number.	Report to Council.	
Programme implemented				2	2	5	2		_	0	0	3	2	3	3	1 Training session	conducted				0	10	0	10	0	0	Workshop	conducted	20 Women cooperatives	established
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Implementing a Employee Wellness	Programme at a cost of R200 000 by Sentember	2012	ucting 20 life skills ig session for il employees at a if R150,000 by 2013							R150,000 by December	2012	Convening 11 LLF	meemigs by June 2013			Conducting a training	sessions for post level 1 5 employees on	institution of disciplinary	action by June 2013		Conducting 20 Imbizo's	cost of R1,000,000 by	June 2013		Empowering 20 women	KOSH area at a cost of	R350,000 by June 2013			
Employee Wellness Programme	developed			Number of training				Number of wellness	events conducted				necellings conducted			Training sessions for Conducting a training	post level 1 - 5 employees on	institution of	disciplinary action conducted		lmbizo's	מממפפת			Number of women					
To develop and enhance employee	weiiness	To conduct training to create life skills awareness amongst employees To conduct wellness events to create awareness amongst awareness amongst							employees		To hold LLF meetings	harmony			To conduct training	sessions on institution of disciplinary action to	ensure effective	disciplinary matters		To enhance public	legislation			To co-ordinate and	workshop to support	women business and	entrepreneurial			
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Invitations / Advertisements	Establish 30 programmes	Monitoring /	Progress reports		Report to Council		Advertisements	Awards awarded	Monitoring /	Progress reports	Mandela Day event hosted			1	-	1	-	_	-	1	Allocation of field	workers to the 35	wards and submit	report to Council	Report to Council	1	neport to council	Report to Council					Awards awarded
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Establishing 30 youth programmes in Khuma (6 programmes),	Kanana (6 programmes), Tigane (6	Jouberton (6	programmes) and	Alabama (6	programmes) at a cost of R400,000 by June 2013	Awarding financially	needy students in the	their studies at a cost of	R1,500,000 by June		Hosting 1 Mandela Day event in honouring of Dr.	Mandela at a cost of	R350,000 by July 2012			Conducting 4	Operational Phakamas	In identified wards at a	June 2013		Implementing the	Community Based Plan	(CBP) in 35 wards and	submitting report to Council at a cost of	R1,000,000 by June	2013			Conducting Annual	Ward Committee by	evaluating all wards at a	cost of R221,547 by	ourie zo i s
Number of youth programmes established						Number of financially Awarding financially	and awards to students Ineeded students in in KOSH area to assist the KOSH area				manuela Day event hosted					Number of	Operational	conducted			Community Based	Plan (CBP)	Implemented						Ward Committee	facilitated			
To establish youth programmes to support youth business	usiness irial									To host a Mandala	Day event to do	goodwill to each other	×			To enhance public	par respanding per	legislation			To develop a	Community Development Plants	Development Plan to	identify community needs, challenges and	to comply with	legislation		ŀ	committees for quality				
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Skills audit Notices & Attendance Register SCM process Appointment of	providers	Notices &	Register	Council	resolution	
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Conduct a skills audit and draft support programme SCM process Implement	support programme -	1 Event	1 Event	1 Event	1 Event	
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Roll Over			ţu ə /	1 E/		
Implementing the councillor and ward committees support programmes at a cost of R500,000 by June 2013		Conducting 4 moral re- generation workshops in	KOSH at a cost of B250 000 by lune 2013			
		moral re-	workshops in KOSH KOSH at a cost of conducted			
To promote socio- connomic well being of committees support councillors and ward programmes committees implemented		To conducted moral re- Number of moral re- Conducting generations workshops generation	as per National legislation	·		
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City of Matlosana

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100% 40. 31.		Portfolio Evidenc	SCM Proce	Terms of reference. Appointment	letter. Fo	Proof of	Studies & reports.	Signed	National	Treasury.	Payment			Portfolio Evidenc	Register				Data base	coorporativ	Report &	Council	Notices	Attendance Registers	Report &	Council	Revised
EA (KPA) =		Comments												Comments													
AANCE AR		Planned Remedial	Action								1			Planned Remedial	ACTION												
PERFORA articipation lanagemen		Reason for Deviation												Reason for Deviation													
TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100% Good Governance and Public Participation Local Economic Development Municipal Financial Viability & Management	£	Expenditure												Expenditure													
TOTAL WEIGHTING PER KE Good Governance and Public Local Economic Development Municipal Financial Viability &		Quarterly Actual	To line we will all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to line we will be well all the wear to											Quarterly Actual Achievement													
TOTAL Good (Local E Municij		Rating Key												Rating Key													
		Quarterly Projected Target	SCM Process	10 Shelters built in Klerksdorp			Councillor workshops	Approved studies	Submit business	plans to NT	SCM process for capital	projects		Quarterly Projected Target	300	300	300	300	6	6	8	0	Public	Councillor	workshops	Approved strategy	
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		Annual Target	Building ±18m² food stalls	In Klerksdorp for 10 entrepreneurs at a cost of R1,000,000 by June 2013	(pnase 3)		Conducting 5 feasibility and viability studies for	economic analysis in Jouberton, Alabama,	Kanana, Khuma and	Tigane at a cost of R3,000,000 by June 2013				Annual Target	Number of permanent Creating 1,200 permanent and jobs exceeding 3	months through the Municipality's local	economic development	projects by June 2013	35 Cooperatives (1 per	established by June 2013			Revising the LED Strategy				
MENT		Key Performance Indicators (KPI)	Number of m ²	nawkers snetters built in Kiefksdorp for 10 entrepreneurs at a centrepreneurs at a centrepreneurs at a centrepreneurs at a centre for the form of the			sibility udies	conducted for economic analysis						Key Performance Indicators (KPI)	Number of permanent and jobs exceeding 3	months jobs created			Number of	pu	functional		LED Strategy revised				
DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT		Objectives	To build flea market	sustainable SMME's			To conduct township regeneration studies	to enhance job creation						Objectives	Jobs created (National Key	Performance Indicator)	e		To implement	ığ.	legislation		To revise the LED strategy to comply	with legislation			
LANNIN		Weighting	4.54%				4.54%							ting	4.54%				4.54%				4.54%				
ACRO CITY F		Key Performance Area (KPA)	ļ	Econom	ocal			imon inent	obi	3 Isoc JeveC	ן די		Kov	ance PA)	ļu		3 Isoc leveC	1	tnə	nom nom	oo∃		μ			lsoo_ Deve	1
TOR MA	IDP PROJECTS	Item Nr. (Section)	LED2				LED3					IONAL		Item Nr. (Section)	LED4				LED6				LED7				
DIREC	IDP PR	Vote		E 401 03	1380		_		۸\۱	N		OPERATIONAL		Vote		Α\ν	1			Α\V	1			١	∀/N		

Studies & reports.
Signed agreement with National Proof of Proof of Payment

Portfolio of Evidence Register

SCM Process.
Terms of reference.
Appointment letter. Food stalls.

Portfolio of Evidence

2012/13

2012/13

Register &	Income Vote			Register &	Income Vote			Register &	Income Vote			
						1						
R 3,725,398	R 7,450,780	R 11,176,193	R 14,901,591	R 18,880	R 37,761	R 56,641	R 75,521	R 15,271	R 30,542	R 45,713	R 61,083	
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Total income of	market dues by June 2013			Total income of R75,521	carriage by June 2013			Total income of R61,083	transaction fees by June	2013		
†0,10 80	dues			Total income				Total income	selling transaction	fees		
To collect income to Total income	financial viability											%
4.54%				4.54%				4.54%				100.00%
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FPM3				FPM4				FPM5				
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ANNEXURE "D"

Ward information for expenditure and service delivery

No.	Wards	Project name (list of projects which will be implemented for the 2011/12 FY including the PMU admin fees)	Budget
WA	 TER		
1	32	Khuma Bulk Water Supply: 10ml Reservior	7,500,000
2		Water Supply to Rural Schools & Clinics	2,000,000
			9,500,000
SEV	VER		
3	8	Increase Capacity - Hartbeesfontein WWTP: Phase 1 (Mechanical)	14,392,332
			14,392,332
RO	ADS		
4	5,6,7,8,9,10,12,13,14	Paving of Taxi Routes & Stormwater: Jouberton: Phase 6	13,000,000
5	1,2	Paving of Taxi Routes & Stormwater: Tigane: Phase 6	7,200,000
6	31,32,33,34,35	Paving of Taxi Routes & Stormwater: Khuma : Phase 6	7,200,000
7	3,4	Paving of Taxi Routes & Stormwater: Alabama: Phase 5	7,200,000
8	20,22,23,25,26	Paving of Taxi Routes & Stormwater: Kanana: Phase 6	7,200,000
9	6,8	Main Storm-water Drainage - Jouberton : Phase 4	6,000,000
10	35	Stone Pitching & Lining of Storm-water Drainage - Khuma: Phase 2	3,757,000
11	next to kanana circle	Stone Pitching & Lining of Storm-water Drainage - Kanana: Phase 1	5,000,000
12	26,29,30	Rehabilitation of Landfill site: KOSH	14,196,668
			70,753,668
ELE	CTRICITY		
13	22,23,25,26	Installation of Highmast Lights: Kanana: Phase 5	2,000,000
14	1,2	Installation of Highmast Lights: Tigane: Phase 2	2,000,000
15	4	Installation of Highmast Lights: Alabama Ext 3 (Phase I)	2,000,000
16	12	Installation of Highmast Lights: Jouberton Extension 24 (Phase 2)	2,000,000
17	1,2,3,4	Upgrading Mechanical, Electrical Equipment and Pumpstations: (Volume 4)	8,000,000
			16,000,000
CON	IMUNITY SERVICES	r	
18		Development of Cemetries(KOSH)	1,200,000
			1,200,000
SPOF	RTS ARTS & CULTURE		100000000000000000000000000000000000000
19	25	Upgrading of Kanana Sports Stadium	2,000,000
20	35	Upgrading of Khuma Sports Stadium	3,000,000
21	3	Upgrading of Alabama Sports Stadium	2,000,000
22	1	Upgrading of Tigane Sports Stadium	2,000,000
			9,000,000
23		PMU: Admin	1,200,000
			1,200,000
			122,046,000

		ROLL OVERS
NO	WARDS	PROJECT DESCRIPTION
1	4-7	Khuma Bulk Supply Phase 2
2	4-7	Khuma Bulk Water Phase 2B - Pressure Tower
3	2	Refurbishment of the Zink Tank: Tigane Ext. 4
4	1,2	Increase Capacity - Hartbeesfontein WWTP (Phase 1) (Civil)
5		Paving taxi routes Jouberton (Phase 4B)
6	25, 28	Kanana-Paving of Taxi Routes and Storm Water Drainage - Lenong Road (Phase 2B)
7	3	Alabama-Paving of Taxi Routes (Phase 4)
8	1	Tigane-Paving of Taxi Routes (Phase 5)
9	14-19,21-23	Main Storm-water Drainage - Jouberton (Phase 3)
10	14-19,21-23	Jouberton-Paving of Taxi Routes (Phase 5)
11	24-29	Kanana-Paving of Taxi Routes (Phase 5)
12	4-7	Khuma-Paving of Taxi Routes (Phase 5)
13	21	Upgrading Mechanical Electrical Equipment and Pumpstations (Volume 3)
14	various wards	Kanana Highmast Lights (Phase 4) (various wards)
15	12	Jouberton Highmast Lights (Extension 24) (ward 12) (Phase I)
16	8,9,30	KOSH - Building of Flea Market Shelters for Entrepreneurs(Phase 3)
17		Development of New Cemetery in Jouberton

ANNEXURE "E"

Capital works Plans

IDP Projects Council funded

	IDP PROJECTS - 2012/13	
	DIRECTORATE: CIVIL ENGINEERING	
COUNCIL FUNDED 2012-2013		AMOUNT
SEWER: Increase capacity Hbft WWIP (counter funding)	R 7,500,000 Upgrading N12/Benji Oliphant Intersection	R 10.000.000
WA I EK: Chlorine stations	R 1,500,000 Completion of incomplete toilets	R 500,000
WA LER: Telemetry system communication problems		R 1.500,000
WA I ER: Water supply - Dawkinsville		R 500,000
WATER: Khuma bulk water supply phase 3		R 1 000 000
WATER: Water supply to N12 development		
TOTAL	R 21,500,000 TOTAL	R 13.500.000
	DIRECTORATE: ELECTRICAL ENGINEERING	
	R0 TOTAL	BO
	DIRECTORATE: FINANCIAL SERVICES	
IOTAL	R 0 TOTAL	RO
	DIRECTORATE: MUNICIPAL AND SOCIAL SERVICES	
TOTAL	90	
Environmental educational contra feet and an included the second of the		RO
Environmental euroational centre taan meingles	R 2,500,000 Environmental educational centre faan meintjies	R 1,500,000
TOTAL	R 2.500 000 TOTA!	D 4 500 000
	5	עחייחטנין א
TOTAL	R 0 TOTAL	RO
	DIRECTORATE: CORPORATE GOVERNANCE	
rieel venicies		
IOIAL	R 4,700,000 TOTAL	RO

		פון פתו	O IECTS.	INP PRO IECTS - 2042/43 - 2044/45			
	DIREC	DIRECTORATE: CIVIL ENGINEERING	EDING	2017/10 - 2017/10			
COLINCI ELINDED 2042	L L						
SEWER: Increase capacity Hbft WWTP	AMOUNI REQUESI - D	REQUEST - DISTRICT TO FUND 2012-2013	AMOUNT	2013-2014	AMOUNT	2014-2015	AMOUNT
(counter funding) WATER: Chlorine stations	7,500,000 Upgrading N12/Benji Oliphant In	7,500,000 Upgrading N12/Benji Oliphant Intersection	10,000,000.00	10,000,000.00 Upgrading N12/Benji Oliphant Intersection	10,000,000	10,000,000 Completion of incomplete toilets	1500000
WATER: Telemetry system communication		200000000000000000000000000000000000000	200,000,000	Nesealing of roads	10,000,000	10,000,000 Township establishment Alabama	3000000
problems	1,500,000 Township establishment Alabama	blishment Alabama	1,500,000.00	Water supply - Muranti	12,000,000	12.000.000 Re-layout of Tigane ext 5	70000
WATER: water supply - Dawkinsville	4,000,000 Re-layout of Tigane ext. 5	gane ext. 5	500,000.00	500,000.00 Water supply - Dawkinsville	4,000,000	Geotech investigation Khuma Dolomite	1.000.000
WATER: Water supply to N12 development	4,000,000 I ownsnip estal	4,000,000 Lownsnip establishment: Kanana ext. 15	1,000,000.00	1,000,000.00 Khuma bulk water supply phase 3	2,000,000	2,000,000 Geotech investigation Stilfontein Dolomite	1,000,000
water supply to this development	3,000,000					Township establishment: Kanana ext. 15	1,100,000
						Water supply to N12 development	3,000,000
TOTAL	24 500 000 TOTAL		40 500 000				
	DIPECTOR	DIBECTORATE: ELECTBICAL ENC	13,500,000 101AL	IOIAL	38,000,000 TOTAL	TOTAL	11,300,000
	DINECTOR	NAIE. ELECTRICAL ENGINEERING	F				
				Upgrading 11kV Distribution Network - all Suburbs	00000		6
				Ograna	2,000,000	2,000,000 cabiilig ol Doringkruin to Monica sub-station	11,000,000
TOTAL							
IOIAL	0 TOTAL		0	TOTAL	2,000,000 TOTAL	TOTAL	11,000,000
	.JIDEC.	DIPECTORATE: EINANGIAL SEL					
	DINEC	ONALE. FINANCIAL SERVICES	KVICES				
TOTAL	OTOTAL						
	20.25			IOIAL		TOTAL	
	DIRECTORATE: MINICIPAL		AND SOCIAL SEBVICES	a			
			IN SERVICE				
				Fire engines	5,000,000	5,000,000 Fire Prevention Association	1,000,000
TOTAL	0 TOTAL		0	TOTAL	200000		
Environmental educational centre faan				Control of control of	2,000,000 IOIAL	IOIAL	1,000,000
meintjies	2,500,000			Environmental educational centre faan meintjies	1,500,000	Environmental management and 1,500,000 beautification	3,000,000
TOTAL	2,500,000 TOTAL		C	TOTAL	4 500 000 TOTAL	14101	
	DIRE	DIRECTORATE: MACRO PLANNING			000,000,1	IOIAL	3,000,000
				Emerging Farmers Project	1 000 000	1 000 000 linguistrial loculation Contro for SMME!	000 000
				Upgrade Market Hall	2,000,000		1,000,000
TOTAL					1		
IOIAL	0 TOTAL		0	TOTAL	3,000,000 TOTAL	TOTAL	1,000,000
		DIRECTORATE: CORPORATE GOVERNANCE	ERNANCE				
Fleet Vehicles	4,700,000		F	Upgrade of Auditorium - phase 1	000 008 8	6 800 000 lbarada of Auditorium abaza o	4 000 000
TOTAL	R 4,700,000 TOTAL			TOTAL	6,800,000 TOTAL	Opgrave of Auditorium - priase z TOTAL	4,000,000
GRAND TOTAL	28 700 000 GRAND TOTAL	TAI	42 500 000	TOT GIVE			200,000,000
	ים ו שווייום החיים וים ד	IAL I	13,500,000,00	13,500,000 GRAND TOTAL	56,300,000	56,300,000 GRAND TOTAL	31,300,000

IDP Projects MIG funded

R 2,000,000.00 R 7,500,000.00

Total amount projected

Total

Quarter

R 9,500,000.00

R 1,825,000.00

R 1,425,000.00 R 400,000.00 R 14,392,332.00 R 14,392,332.00 R 13,000,000.00 R 7,200,000.00 R 7,200,000.00 R 7,200,000.00 R 6,000,000.00

R 2,734,543.08

R 2.734

R 7,200,000.00

R 1,368,000.00 R 1,368,000.00

R 2,470,000.00

R 1,368,000.00 R 1,368,000.00 R 1,140,000.00 R 3,757,000.00

R 5,000,000.00 R 14,196,668.00 R 70,753,668.00

R 1,000,000.00

R 2,697,366.92

R 713,830.00

R 2,000,000.00

R 8,000,000.00

R 2,400,000.00

R 4,000,000.00

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R 400,000.00 R 400,000.00 R 400,000.00 R 16,000,000.00

R 1,200,000.00 R 1,200,000.00

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R 1,200,000.00 R 122,046,000.00

R 228,000.00 R 24,308,740.00

R 82,540,660.00

R 660,000.00

R 312,000.00

R 15,196,600.00

R 660,000,00

R 228,000.

R 1,200,000.00

R 2,000,000.00 R 3,000,000.00

R 400,000.00 R 600,000.00 R 400,000.00

R 1,300,000.00 R 1,950,000.00 R 1,300,000.00

R 300,000.00 R 450,000.00 R 300,000.00

> 15/05/2013 15/05/2013 15/05/2013

3,000,000 15/08/2012

15/08/2012

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Upgrading of Alabama Sports Stadium

20 21 PMU: Admin

Upgrading of Kanana Sports Stadium Upgrading of Khuma Sports Stadium Upgrading of Tigane Sports Stadium

SPORTS ARTS & CULTURE

2,000,000 15/08/2012

15/05/2013

15/08/2012

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			ROLL OVERS
N	CONTRACT NUMBER	VOTE NUMBER	PROJECT DESCRIPTION
_	1 CE33/1/2007	2040154013019	Khuma Bulk Supply Phase 2
2	2 CE 7/1/2008, CE 7/2/2008	2040154013023	Khuma Bulk Water Phase 2B - Pressure Tower
က	3 CE 28/2/2012	2040154013019	Refurbishment of the Zink Tank: Tigane Ext. 4
4	4 CE 3/1/2009, CE 3/2/2009	2075154012408	Increase Capacity - Hartbeesfontein WWTP (Phase 1) (Civil)
5	CE 20/(1)2/2008C	2035254014531	Paving taxi routes Jouberton (Phase 4B)
			Kanana-Paving of Taxi Routes and Storm Water Drainage - Lenong Road
9	6 CE 58/1/2007b, CE 58/2/2007 2035254014537	2035254014537	(Phase 2B)
7	7 CE4/1/2011/CE4/2/2011	2035254014530	Alabama-Paving of Taxi Routes (Phase 4)
∞	CE5/1/2011/CE5/2/2011	2035254014510	Tigane-Paving of Taxi Routes (Phase 5)
0	9 CE11/1/2011/CE11/2/2011	2035254013605	Main Storm-water Drainage - Jouberton (Phase 3)
10	10 CE1/1/2011/CE1/2/2011	2035254014507	Jouberton-Paving of Taxi Routes (Phase 5)
Ξ	CE2/1/2011/CE2/2/2011	2035254014508	Kanana-Paving of Taxi Routes (Phase 5)
12	12 CE3/1/2011/CE3/2/2011	2035254014509	Khuma-Paving of Taxi Routes (Phase 5)
13	EE 14-2008	2050154016018	Upgrading Mechanical Electrical Equipment and Pumpstations (Volume 3)
14	EE 1/2011	2050154012410	Kanana Highmast Lights (Phase 4) (various wards)
15	EE 3/2011	2050154012411	Jouberton Highmast Lights (Extension 24) (ward 12) (Phase I)
16	16 CE 19/2011	2085154010309	KOSH - Building of Flea Market Shelters for Entrepreneurs(Phase 3)
17		2035054013604	Development of New Cemetery in Jouberton

Approved by the Executive Mayor of the City of Matlosana

MK KHAUOE

20.6.2012

DATE

RESOLVED:

- (a) That cognizance be taken of the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.
- (b) That the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be approved.
- (c) That the 2012/2013 Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be submitted to Council and MEC for Local Government in the Province in terms of the Municipal Finance Management Act, no 56 of 2003, Section 53 (3) (b).
- (d) That the relevant notice be placed in the newspapers and the Council website accordingly.

EXECUTIVE MAYOR

20.6.2012. DATE

PURPOSE

To submit to the Executive Mayor the Service Delivery and Budget Implementation Plan and Performance Agreements for the 2012/2013 financial year for approval.

BACKGROUND

In terms of the MFMA Chapter 8 Section 69 (3) (a) (b) the Accounting Officer must not later than 14 days after the approval of an annual budget submit to the Mayor –

- (c) a draft Service Delivery and Budget Implementation Plan for the budget year and
- (d) drafts of the annual Performance Agreements as required in terms of Section 57 (1)
 (b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers.

Further in terms of the MFMA Chapter 7 Section 53 (c) (ii) (iii)

Take all reasonable steps to ensure -

- (iv) that the Municipality's Service Delivery and Budget Implementation Plan is approved by the Mayor within 28 days after the approval of the budget; and
- (v) that the annual Performance Agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all Senior Managers -
 - (aa) comply with this Act in order to promote sound financial management
 - (bb) are linked to the measurable performance objectives approved with the budget and the Service Delivery and Budget Implementation Plan; and
 - (cc) are concluded in accordance with Section 57 (2) of the Municipal System Act

RECOMMENDATION

- (a) That cognizance be taken of the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.
- (b) That the 2012/2013 Service Delivery and Budget Implementation Plan and Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be approved.
- (c) That the 2012/2013 Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager be submitted to

- Council and MEC for Local Government in the Province in terms of the Municipal Finance Management Act, no 56 of 2003, Section 53 (3) (b).
- (d) That the relevant notice be placed in the newspapers and the Council website accordingly.

SUBMITTED FOR CONSIDERATION

PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

Entered into by and between

The CITY OF MATLOSANA herein represented by

M.K. KHAUOE

in his capacity as

Executive Mayor

(hereinafter referred to as the Employer)

And

E.T. MOTSEMME

As the

Municipal Manager

(hereinafter referred to as the Employee)

For the Period

1 July 2012 to 30 June 2013

Led my

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by MICHAEL KAGISO KHAUOE (ID NR. 6206235864086) in his capacity as EXECUTIVE MAYOR (hereinafter referred to as the Employer) and ELIE TSIETSI MOTSEMME (ID NR. 6506135623080) in his capacity as the MUNICIPAL MANAGER of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act, Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality:
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs:
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee**'s contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	29%
Municipal Institutional Development and Transformation	17%
Local Economic Development (LED)	3%
Municipal Financial Viability and Management	44%
Good Governance and Public Participation	7%
Total	100%

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CC	R) FOR EMPLOYE	EES
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and Leadership	√	5%
Programme and Project Management		
Financial Management	compulsory	15%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis	√ √	5%
People Management and Empowerment	compulsory	10%
Client Orientation and Customer Focus	compulsory	10%
Communication		***************************************

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CORE MANAGERIAL COMPETENCIES (CMC)	\checkmark	WEIGHT
Honesty and Integrity	√	10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		5%
Knowledge of Performance Management and Reporting	\checkmark	10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	√	5%
Knowledge of more than one functional municipal field / discipline	√	5%
Skills in Mediation		
Skills in Governance	√	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	15%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP.
- 6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

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6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	

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Level	Terminology	Description	Rating				-
			1	2	3	4	5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.7.1 **Executive Mayor**;
 - Chairperson of the performance audit committee or the audit committee in the absence of 6.7.2 a performance audit committee;
 - 6.7.3 Member of the Mayoral Committee;
 - Mayor and/or Municipal Manager from another municipality; and 6.7.4
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- For purposes of evaluating the annual Performance of Managers directly accountable to the 6.8 Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee:
 - 6.8.3 Municipal Manager from another municipality.
- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter July - September 2012 Second quarter October - December 2012 Third quarter January - March 2013 Fourth quarter April - June 2013

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5 The Employer may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

9. OBLIGATIONS OF THE EMPLOYER

- The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee:
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - work collaboratively with the Employee to solve problems and generate solutions to 9.1.3 common problems that may impact on the performance of the **Employee**:
 - on the request of the Employee delegate such powers reasonably required by the 9.1.4 Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - make available to the **Employee** such resources as the **Employee** may reasonably 9.1.5 require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -
 - 10.1.1 a direct effect on the performance of any of the **Employee**'s functions:
 - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- A performance bonus of between 5% to 14% of the all-inclusive annual remuneration 11.2 package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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11.2.1

Performa	nce Score	Dayfayyanaa Daysa Daysaata
From	То	Performance Bonus Percentage
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at KLERKSDORP on this the....... day of JUNE 2012.

AS WITHESSES:	0 1 -
1. <u>Au</u>	EMPLOYEE
2. <u>Grusseuk arleng</u>	

Thus done and signed at KLERKSDORP on this the. 20... day of JUNE 2012.

1. Manger EMPLOYER

MUNICIPAL MANAGER

IDP PRO	JECTS							
Project ID.	Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	В
IDP - MIG Funding	MM1	Service Delivery & Infrastructure Development	3.33%	IDP Grants spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP grants for the Directorate Civil Services and Human Settlements	Spending IDP MIG grants on the Directorate Civil Services and Human Settlements at a cost of R94,646,000 by June 2013		
IDP - MIG Funding Roll-Over	MM2	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on the Directorate Civil Services and Human Settlements - Roll-Over	Spending IDP MIG roll-over grants roll-over for the Directorate Civil Services and Human Settlements at a cost of R57,264,564 by June 2013		
IDP - Grants	ММЗ	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Electrical & Mechanical Engineering	Spending IDP MIG / DME grants on Electrical & Mechanical Engineering at a cost of R16,000,000 by June 2013		
IDP - Grants Roll-Over	MM4	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Electrical & Mechanical Engineering - Roll- Over	Spending IDP MIG / DME roll-over grants for Electrical & Mechanical Engineering at a cost of R12,241,000 by June 2013		
IDP - MIG Funding	ММ5	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Municipal and Environmental Services	Spending IDP MIG grants on Municipal and Environmental Services at a cost of R10,200,000 by June 2013	***************************************	
DP - Grants Roll-Over	MM6	Service Delivery & Infrastructure Development	3.33%		Spending IDP grants on Economic Growth Roll-Over	Spending IDP MIG / DME roll-over grants for Economic Growth at a cost of R1,000,000 by June 2013		
DP - Council Funded	ММ7	Service Delivery & Infrastructure Development	3.33%	spent to ensure the upgrading and	Spending IDP council funds on the Directorate Civil Services and Human Settlements	Spending IDP council funds on the Directorate Civil Services and Human Settlements at a cost of R21,500,000 by June 2013		
DP - Council Funded - Roll-Over	MM8	Service Delivery & Infrastructure Development	3.33%		Spending IDP council funds on Sanitation - Roll-Over	Spending IDP council roll- over funds on Sanitation at a cost of R12,792,306 by March 2013		
DP - Council Funded	MM9	Service Delivery & Infrastructure Development	3.33%		Spending IDP council funds on Electrical & Mechanical Engineering	Spending IDP council funds on Electrical & Mechanical Engineering (Fleet) at a cost of R4,700,000 by March 2013		

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IDP -	MM10	∾ర	3.33%	IDP Council Funded	Spending IDP council	Spending IDP council funds	
Council		ery ire ent		spent to ensure the	funds on Directorate	on the Directorate	
Funded		i≟ tr j≟		upgrading and	Municipal and	Municipal and	
		O 护 힐		maintenance of	Environmental	Environmental Services at	1
		ice fras eve		infrastructure in the	Services	a cost of R2,500,000 by June	
		گ ≟ ۾		KOSH		2013	
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OPERAT	IONAL					·	<u> </u>	
Project ID.	ltem Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Ba
Compli- ance	MM11	Municipal Institutional Development and Transformation	3.34%	To develop and implement a 5 year strategic plan for Council to ensure effective direction	5 Year strategic plan for Council developed and implemented	Developing and implementing a 5 year strategic plan for Council at a cost of R300,000 by March 2013		
Compli- ance	MM12	Municipal Institutional Development and Transformation	3.34%	To improve the Supply Chain Management process	Supply Chain Management process improved	Improving the Supply Chain Management process by reducing the turn-around time from 6 months to 3 months by June 2013		
Compli- ance	MM13	Municipal Institutional Development and Transformation	3.34%	To conducted quarterly reviews to comply with legislation	Conducting 4 quarterly reviews with section 56 employees byJ une 2013	Conducting 4 quarterly reviews with section 56 employees by June 2013		
Compli- ance	MM14	Municipal Institutional Development and Transformation	3.34%	To sign the Performance Agreements to comply with legislation	2013/14 Performance Agreements with section 56 employees signed	Signing 2013/14 performance agreements with section 56 employees by June 2013		01/01/00 POUN!O
Compli- ance	MM15	Good Governance and Public Participation	3.34%	To approve the Annual Performance Report to comply with section 46 of the MSA	2011/12 Annual Performance Report approved by Municipal Manager	Approving an 2011/12 Annual Performance Report by Municipal Manager by August 2012		Annroved 2010/11 Annrol
Compli- Ince	MM16	Good Governance and Public Participation	3.34%	To table the Annual Report to comply with section 121 of MFMA		Tabling the 2011/12 Annual Report before Council by 31 January 2013		Tabled 2010/11
Compli- I	MM17	Good Governance and Public Participation				Approving final 2013/14 IDP by Council by May 2013		Approved

NKP Indicator	MM18	Good Governance and Public Participation	3.34%	To ensure that all budget related policies and tariffs are reviewed and updates to comply with legislation	All budget related policies and tariffs ereviewed and updated	Ensuring the review and update of all budget related policies (14) and tariffs (16) by May 2013	
Compli- ance	MM19	Good Governance and Public Participation	3.34%	To conduct Audit Committee Meetings to ensure good governance	Number Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	
Compli- ance	MM20	Good Governance and Public Participation	3.34%	To conduct Performance Audit Committee Meetings to ensure good governance	Number Performance Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Performance Audit Committee meetings to ensure an effective discharging of responsibilities by June 2013	
Compli- ance	MM21	Good Governance and Public Participation	3.34%	To report on outstanding disclaimer and qualifications to ensure sound financial management	Number follow-up audit reported to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report and Internal Auditor's findings	Reporting with 2 follow-up audit to review resolutions on outstanding disclaimer and qualifications on the Auditor General's report by June 2013	
Outcome 9	MM22	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,790,938,000) by June 2013	
NKP - Indicator Outcome 9	MM23	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	Quarterly capital expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R152,172,000) by June 2013	
Outcome 9	MM24	Municipal Financial Viability & Management	3.33%	To control expenditure management to ensure financial sustainability	% of operational budget spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R74,536,000 by June 2013	
Compli- unce	MM25	Municipal Financial Viability & Management	3.33%	1	statements submitted to the Auditor-General	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012	:
Compli- I nce	MM26	Municipal Financial Viability & Management	3.33%		planning process time	Tabling the 2013/14 budget planning process time table by 31 August 2012	Tabled Time

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Compli- ance	MM27	Municipal Financial Viability & Management	3.33%	To approve the budget in order to comply with legislation	Final 2013/14 budget approved	Approving the final 2013/14 budget by 31 May 2013	
Compli- ance	MM28	Municipal Financial Viability & Management	3.33%	To approve the Adjustment Budget to comply with legislation	2012/13 adjustment budget approved	Approving the 2012/13 adjustment budget by 28 February 2013	
NKP Indicator	MM29	Local Economic Development	3.33%	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,200 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2013	
NKP Indicator	MM30	Local Economic Development	3.33%	To revise the LED strategy to comply with legislation	LED Strategy revised	Revising the LED Strategy by March 2013	

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Performance Plan

MUNICIPAL MANAGER ET MOTSEMME

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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Personal Development Plan (PDP)

MUNICIPAL MANAGER ET MOTSEMME

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
 - 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

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with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-
 - A managerial competency framework as an expression of required managerial competencies.
 - Occupational competency profiles as expression of occupation / post 2.4.2 competency requirements.
- 3. Compiling the Personal Development Plan attached as the Appendix 1.
 - 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
 - 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
 - 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to compile a Personal Development Plan as follows:-
 - (a) The identified training needs should be entered into column 1 of the Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - a. Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

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- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. <u>Individual training needs</u> that are job / career related.
- (b) Next, the prioritisation of the training needs in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected** in **column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can
 be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix 1, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames column 5 of the Appendix 1** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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- (i) The final column, column 7 of the Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.
- Personal Development Plans are compiled for individual employees and the data 3.4 collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants.

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Personal Development Plan of: Mr ET Motsemme

Compiled on: 1July 2012

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7. Support Person					
6. Work opportunity created to practice skill / development					
5. Suggested Time Frames					
4. Suggested mode of delivery					
3. Suggested training and / or development activity					
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)					
1. Skills / Performance Gap (in order of priority)	.	2.	e,	4.	

Executive Mayor's signature: _

Municipal Manager's signature:

	CORE MANAGERIAL COMPETENCIES (CMC)				
Criteria	Description	Generic standards for 'outstanding' performance			
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate				
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	 Establishes broad stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines and budget. Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. Uses computer software programmes. Sets and manages service level agreements with contractors. 			
Financial management	manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic	 Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. Manages and monitors financial risk. Continuously looks for new opportunities to obtain and save funds. Prepares financial reports and guidelines based on prescribed format. Understands and weighs up financial implications of propositions. Understands analyses and monitors financial reports. Allocates resources to established goals and objectives. Aligns expenditure to cash flow projections. Ensures effective utilization of financial resources. Develops corrective measures/actions to ensure alignment of budget to financial resources. Prepares own budget in line with the strategic objectives of the organization 			

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Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	 Performs analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, supports and encourages new ideas. Volunteers to lead change efforts outside of own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the chang by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Proactively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that is aligned to the organizational objectives. Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	 Uses appropriate information systems to manage organizational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organization. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.
Service delivery innovation		 Consults clients and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities to SDI. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the organization. Implements innovative service delivery options in own department/organization.

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	•	Explains potential impact of problems to won working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.		Seeks opportunities to increase personal contribution and level of responsibility. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. Delegates and empowers others to increase contribution and level of responsibility. Applies labour and employment legislation and regulations consistently. Facilitates team goal setting and problem solving. Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles. Adheres to internal and national standards with regards to HR practices. Deals with labour matters. Identifies competencies required and suitable resources for specific tasks. Displays personal interest in the well-being of colleagues. Able to manage own time as well as time of colleagues and other stakeholders. Manages conflict through a participatory transparent approach.
	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	•	Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organization by providing exemplary customer service. Applies customer rights in own work environment.
	information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others	•	Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience, including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well-structured complex documents. Communicates controversial sensitive messages to stakeholders tactfully.

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	Listens well and is receptive.					
	Encourages participation and mutual understanding.					
Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	 Conducts self in accordance with organizational code of conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for personal matters. Shares information openly, whilst respecting the principle of confidentiality. 					
CORE OCCUPATIONAL COMPETENCIES (COC)						
Description	Generic standards for 'outstanding' performance					
implement, manage and oversee the implementation of legislation and policy	 Implementing and overseeing the implementation and enforcement of policies and Bylaws Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the 					
	the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service. CORE OCCI Description The ability to implement, manage and oversee the implementation of legislation and policy					

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Knowledge of Performance Management and Reporting	reporting process of the municipality.	 Knowledge and understanding of the local government legislative framework governing performance reporting. Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4 of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc. Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budge implementation plan (SDBIP) and the individual performance agreements of officials. Within the area of responsibility, ensuring tha
Knowledge of globa specific political, so contexts		 Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change

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Competence in policy conceptualization , analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	•	Excellent verbal communication and writing skills and an ability to research and analyze complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
municipal field / di	•	•	Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	•	Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
dynamic creativity to improve the	The ability to guide the management of change for the municipality within the area of responsibility.	•	Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.

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PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO **MUNICIPAL MANAGERS, 2006**

Entered into by and between

The CITY OF MATLOSANA herein represented by

E.T. MOTSEMME

in his capacity as

<u>Municipal Manager</u> (hereinafter referred to as the Employer)

And

M.K. KGAUWE

As the

Director: Finance

(hereinafter referred to as the Employee)

For the Period

1 July 2012 to 30 June 2013

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by ELIE TSIETSI MOTSEMME (ID NR. 6506135623080) in his capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and MOLATLHEGI KHUNOU KGAUWE (ID NR. 8011225460087) in his capacity as the DIRECTOR FINANCE of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act, Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- monitor and measure performance against set targeted outputs;
- use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the Employee's contract of employment,
- The content of this Agreement may be revised at any time during the above-mentioned 3.3 period to determine the applicability of the matters agreed upon.
- If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.





- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	8.34%
Local Economic Development (LED)	0.00%
Municipal Financial Viability and Management	77.08%
Good Governance and Public Participation	14.58%
Total	100%

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CORE MANAGERIAL COMPETENCIES (CMC)	√ √	WEIGHT	
Strategic Capability and Leadership	√	5%	
Programme and Project Management	√	5%	
Financial Management	√	15%	
Change Management			
Knowledge Management	√	5%	
Service Delivery Innovation	√	5%	
Problem Solving and Analysis	√	5%	
People Management and Empowerment	√	5%	
Client Orientation and Customer Focus	√ √	10%	

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPL	OYEES
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	√	5%
Interpretation of and implementation within the legislative an national policy frameworks	√	5%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	√	5%
Knowledge of more than one functional municipal field / discipline	√	5%
Skills in Mediation		
Skills in Governance	√	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	5%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.

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The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	



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Level	Terminology	Description	Rating						
			1	2	3	4	5		
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.							
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.							

- For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the Mayoral Committee;
 - 6.7.4 Mayor and/or Municipal Manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Municipal Manager from another municipality.
- The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter Second quarter July - September 2012

Third quarter

October – December 2012 January - March 2013

Fourth quarter

April – June 2013

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- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 a substantial financial effect on the Employer.
- The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1

Performa	nce Score	Danfarmanaa Banssa Barsantana
From	То	Performance Bonus Percentage
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the Employer shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

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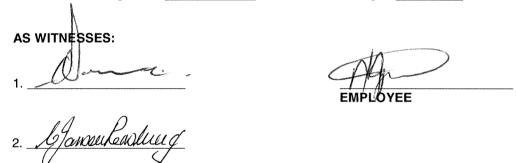
13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at **KLERKSDORP** on this the....... day of **JUNE 2012**.



AS WITNESSES:

1. Manyer

EMPLOYER

ANNEXURE "A"

Performance Plan

DIRECTOR :FINANCEMK KGAUWE

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013



8.34%

DIRECTOR FINANCE

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Municipal Institutional Development and Transformation Good Governance and Public Participation Municipal Financial Viability & Management

14.58% 77.08%

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Project ID.		Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Keys	Quarterly Actual Achievemen	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Compli- ance	N/A	FIN1	Municipal Financial Viability & Management	2.09%	To reduce disclaimers to obtain a clean audit report	% of Reducing the number of Disclaimers in Audit Report for the Financial year 10/11 to 100%	Reducing the number of Disclaimers in Audit Report for the Financial year 10/11 from 100% to 80% by June 2013		100%	1 2 3 4	95% 90% 80%							Number of disclaimers as per 2 financial years
Compli- ance	N/A	FIN2	Municipal Financial Viability & Management	2.08%	To improve the Supply Chain Management process	Supply Chain Management process improved	Improving the Supply Chain Management process by reducing the turn-around time from 6 months to 3 months by June 2013		New project	1 2 3 4	3 months 3 months 3 months 3 months							Tenders. Advertisements. Data base. Evaluation & Adjudication committee minutes.
Outcome)	N/A	BUD1	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,790,938,000) by June 2013		Outcome 9	1 2 3 4	R444,734,500 24,07% R895,469,000 48,59% R1,340,203,500 73,41% R1,790,938,000 100%							Printout from Main Ledger Account
IKP - ndicator Outcome	N/A	BUD2	Municipal Financial Viability & Management	2.08%	To control expenditure management to ensure financial sustainability	expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R152,172,000) by June 2013		R202,555 million	3	R38,834,294 25,52% R66,331,775 43,59% R83,633,731 54,96% R152,172,000 100%							Printout from Main Ledger Account
utcome	N/A	BUD3	Municipal Financial Viability & Management		management to ensure	spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R74,536,000 by June 2013		Outcome 9	2 3	R18,634,000 25% R37,268,000 50% R55,902,000 75% R74,536,000 100%						1	Printout from Main Ledger Account
utcome	N/A	BUD4	Municipal Financial Viability & Management			annual allocation	MIG expenditure as 95 % of annual allocation (R123,546,000) by June 2013		Outcome 9	1 2 3	R12,354,600 10% R55,595,700 45% R92,659,500 75% R123,546,000 100%							Printout from Main Ledger Account
CP - dicator	A/N	BUD5		 			Cost coverage ratio for 2011/12 by August 2012 A=(B+C)/D Where: "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure		0.0899		0.09							Cost Coverage Print

NKP - Indicator		DEB1	lty &	2.08%	Financial Viability expressed (National Key Performance	for 2010/11	Debt coverage ratio for 2010/11 by August 2011 A=(B-C) / D			1	35.00%						Debt Coverage Print
			cial Viabil		Indicators)		Where: "A" represents debt coverage "B" represents total operating revenue received		(O	2	37.50%					\$	
	A/N		Municipal Financial Viability Management				"C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the		37.6	3	40.00%						
			Munici				financial year			4	42.50%						
		DEB2	bility &	2.08%	Financial Viability expressed (National Key Performance		Outstanding Service Debtors to Revenue ratio for 2010/11 by August			1	80%						Outstanding Service Print & Calculations
	N/A		ancial Vial		Indicators)		2011 A=B/C Where: "A" represents outstanding		0.88	2	78%						
	_		Municipal Financial Viability & Management				service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue			3	74%		·····				
			Mun				actually received for services			4							
Outcome 9		DEB3	s = = = ent	2.08%	To increase Payments Received vs. Monthly	% Increase in annual debtors collection rate	6% Increase (from current 80% to 86%) in		 -	1	80%	-				 	Prints & Calculations on Financial Indicators
	N/A		Municipal Financial Viability & Management		Levies (Collection rate of		annual service debtors		%	2	82% 84%						
	_		Mu Fin Vial		billings)		collection rate by June 2013		-	3	86%	-					
Outcome		DEB3	1	2.08%	To identify and recover non-	Non-paid and non-	Identifying and	New	v	 1	-			 			Prints & Calculations
9			anci & ent		paid and non-developed Council sold stands to	developed Council sold	recovering non-paid and	proj	ect	2	-	**********					on Financial Indicators
	N/A		Municipal Financial Viability & Management		enhance revenue	stands older than 10 years identified and recovered	non-developed Council sold stands older than 10 years by June 2013			3	Letters of Intent to purchasers						
			Mun							4	Recover resolved stands			£			
Outcome	***************************************	DEB4		2.08%	I	R value debtors	Amount of rand value		თ [1	20%						Printout from Main
9	A/A		nicipal lancial bility & agement		management to ensure financial sustainability	outstanding as a % of own revenue	debtors outstanding as 35% of own revenue by	Ì	ome	2	25%						Ledger Account
	ż		Muni Fina Viabi Manag				June 2013		Outco	3	30%						
										4	35%						
Outcome 9		DEB5	al al &	2.08%	To control debt management to ensure	% of debt over 90 days	Reduce debt over 90 days from 90% to 80% by		တ ြ	1	90.00% 85.00%			ļ			Printout from Main Ledger Account
	N A		Municipal Financial Viability & Management		financial sustainability		June 2013		Outcome	3	82.50%					 	
			Mu Via Man						ð þ	4	80.00%	1 -			_		
Outcome	·····	DEB6		2.08%			90 % of debt collected as		<u></u>	1	8.00%						Printout from Main
9	⋖		Municipal Financial Viability & Management			percentage of money owed to the municipality	a percentage of money owed to the municipality			2	8.50%						Ledger Account
	N/A		Muni Finar /iabil anag			ones to the mannerpaint,	by June 2013		Outcome	3	9.00%						
	····									4	10.00%					 	T. T. I.
Compli- ance	_	BUD6	inancial y & ment	2.08%			budget planning process time table by 31 August	=	e Table	1	2013/14 Budget Process Plan tabled						Time Table
	N/A		Municipal Financial Viability & Management				2012		Tabled Time	2	-						
	······		Ž	0.000/	<u></u>	004044.5		, i	<u>a</u>	4							Council Bearings
Compli- ance		BUD7	ncial nt	2.08%			Approving the 2013/14 draft budget by March	Draft	-	1	-				 		Council Resolution
	Y/A	**************************************	unicipal Financial Viability & Management		legislation	•	2013	roved Dr	Budget	3	2013/14 Draft budget approved						
			unic V Ma					App	:	•							mn

Compli- ance	A/N	BUD8	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	Final 2013/14 budget approved	Approving the final 2013/14 budget by 31 May 2013	Approved Budget	1 2 3	- - 2013/14 Budget approved			Council	
Compli- ance	N/A	BUD9	Municipal Financial Viability & Management	2.08%	To approve the budget in order to comply with legislation	Budget related policies approved	Approving the final budget related policies and tariffs by 31 May 2013	Approved Financial policies & Tariffs	3	- Budget policies & tariffs approved			Council	Resolution
Compli- ance	N/A	BUD10	Municipal Financial Viability & Management	2.08%	To approve the Adjustment Budget to comply with legislation	2012/13 adjustment budget approved	Approving the 2012/13 adjustment budget by 28 February 2013	Approved Adjustment Budget	3	- 2012/13 Adjustment Budget approved			Council	Resolution
Compli- ance	N/A	BUD11	Municipal Financial Viability & Management	2.08%	To submit the 2011/12 Financial Statements on time to comply with legislation	2011/12 financial statements submitted to the Auditor-General	Submitting the 2011/12 financial statements to the Auditor-General by 31 August 2012	Submitted Statements	1 2 3 4	2011/12 Financial Statements submitted			Letter to General	Auditor -
Outcome 9	A/N	BUD12	Municipal Financial Viability & Management	2.08%	To identify the grants received as revenue to better service delivery	Grants as a % of revenue received	Grants as a % of revenue received by June 2013	Outcome 9	1 2 3 4	25.00% 45.00% 65.00% 100.00%			I	Calculations ncial Indicators
Outcome 9	N/A	RM1	Municipal Financial Viability & Management	2.08%	property rates to comply	% of budgeted revenue for property rates collected	60 % of budgeted revenue for property rates collected by June 2013 (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004)	Outcome 9	1 2 3 4	43.00% 50.00% 55.00% 60.00%				Calculations ncial Indicators
NKP - Indicator	N/A	REV2	Municipal Financial Viability & Management	2.08%		R value spend on free basic services	R82,000,000 spend on free basic services by June 2013	R70 million	1 2 3 4	R 20 500 000 R 41 000 000 R 61 500 000 R 82 000 000			Print of A	
NKP - Indicator	N/A	REV3	Municipal Financial Viability & Management	2.08%	Basic Services allocations	basic services (indigents)	42,500 Approved households with free basic services (indigents) by June 2013	40 911	1 2 3 4	41 500 41 900 42 200 42 500			Register	
NKP - Indicator	N/A	REV4	Municipal Financial Viability & Management	2.08%	Basic Services allocations	households earning less than R2,280 per month	52.4% Registered households earning less than R2,440 per month by June 2013	51%	1 2 3 4	51.0% 51.6% 52.0% 52.4%			Calculati	ons
NKP - Indicator	N/A	REV5	Municipal Financial Viability & Management	2.08%	, ,	basic alternative services	R10,000,000 spend on free basic alternative services by June 2013	R10 million	2	R 2 500 000 R 5 000 000 R 7 500 000 R 10 000 000			Register	

E M led m

NKP -										7					1	5
		REV5	nt	2.08%	Indigent Subsidy for Free	Rural settlements with	2,500 Approved rural		5	1	1 700					Register
Indicator	_		ipal cial ty &		Basic Services allocations to comply with legislation	free basic alternative energy (indigents)	settlements with free basic alternative energy		project	2	2 000					
	ΑX		unic nano abilit age		(National Key Performance		(indigents) by June 2013		yd ×	3	2 250					
			Municipal Financial Viability & Management		Indicators)				Ne w	1	2 500	1				
		5510		0.000/	L. Frank Orlanda for Frank	O/ Desistent and	000/ Desistered surel			4	70%	 				Calculations
NKP - Indicator		REV6	= - ~ 5	2.08%	Indigent Subsidy for Free Basic Services allocations	% Registered rural settlements earning less	90% Registered rural settlements earning less		ğ	1						
maicator	∢		cipa ncial ity 8		to comply with legislation	than R2,440	than R2,440 per month		project	2	78%					
	A/A		unic inar iabil nag		(National Key Performance		by June 2013		New D	3	85%					
			Municipal Financial Viability & Management		Indicators)				ž	4	90%	1				
Opera-		EXP1		2.08%	To promptly paid all	All payments (creditors)	All payments (creditors)			1	R 0					Printout from Main
tonal			ial wen	2.00%	creditors to indicate the	be done within 30 days	be done within 30 days of		826	2	R 0	1				Ledger Account
	Š		nicip anc bility		payment of creditors		receipt of invoice /		259		R 0	1				
			Municipal Financial Viability & Management				statement by June 2013		Α.	3	R 0	-				
			2			Eff. discounts	l			4	Metering Audits					Deviation Report
Opera- tonal		RM2	<u>a</u>	2.08%	To review the billing system for accuracy and	Effective and accurate meter readings and tariffs	Implementing effective and accurate meter		SS	1	50%	The state of the s				Dovidion Roport
toriai			anc & ent		completeness to comply	implemented	readings and tariffs to		tne		Metering Audits	1				***************************************
	A/N		Fin Fin Fin Fin Fin Fin Fin Fin Fin Fin		with legislation		increase the correctness		rrenctness	2	60%					***************************************
	ż		unicipal Financial Viability & Management				of service accounts from 40% to 80% for the		8	3	Metering Audits 70%					
			Munic V Ma				KOSH area by June		40%		Metering Audits	 			-	
			Σ				2013		4	4	80%					
Roll-Over		RM3	=	2.08%	To compile a new valuation	New valuation roll (part 1)			<u></u>	1	SCM Process					Report
			Municipal Financial Viability & Management		roll to comply with	compiled	valuation roll (part 1) for		on r		Appoint a					Proof of Payment
	_		ina ty &		legislation		the KOSH area at a cost of R3,500,000 by June		valuation	2	service provider					
	Ν V		age				2013		val		Valuation roll					
			Vie Via Man						Existing	3	50% completed					
			M Z						.X XIX	4	Valuation roll 100% completed					
Roll-Over		RM4		2.08%	To implement a Rates By-	Rates By-Law	Implementing a Rates By-				Consultation &					Report
I CON-OVER		T COVET	val Financial Management	2.0070	Law to comply with	implemented	Law for the KOSH area		<u>=</u>	1	Drafting	ļ ļ				Proof of Payment
			ıncii gem		legislation		by June 2013		ation 1	2	Task Team & workshops					
	4		ana,						aluati	ļ	Approved Rates					
	A/A		pal ⊗ M						>	3	By-Law					
									sting		Rates By-Law published in					
			Munic						Existir	4	Government					
											Gazette					
Opera-	3610	ICT8	cial t	2.08%		All software audited and licensed	Auditing and renewing of 15 different software	VOTE THE RESERVE THE PROPERTY OF THE PROPERTY	a ce a	1	Software audited & licensed					Report Proof of Payment
ional	36		nan ' & neni		software to comply with legislation	licensed	licenses at a cost of		offw	1	a licerised					
1	7		al Fi				R2,000,000 by June		ig o	2	-					
	010		icipa Vial Iana				2013		52 A	3	-					
	206010 110		Municipal Financial Viability & Management						652 Audited & Licensed Software	4	-					
Opera-		ICT10		2.08%	To plan an ICT integrated	ICT integrated network	Approving an ICT				Network plan					Network Plan
ional			rial mer		network infrastructure to	infrastructure	integrated network			1	approved					Approved
			Municipal Financial Viability & Management		provide remote access and services		infrastructure plan for the KOSH area and		project	2	SCM Process					Tender document Network equipment
	A A		A Fir		Services		implementing phase 1 for		pro							and orders (hardware)
	2		cipa - & -				the Finance directorate		New	3	Deployment					Proof of Payment
			luni oility				for at an amount of		Z		Implementation				1	
1			∠ia t				R3,000,000 by June 2013			4						
Opera-		ICT10		2.09%		E-Mail policy drafted	Drafting and		Vew	-1	Consultation &					Network Plan
onal			300d Governance and Public Participation		to regulate IT hardware		implementing an E-Mail	p	oroject	1	Drafting				1	Approved Tender document
			ance		and software activities		policy to regulate council's IT hard- and			2	Task Team &	***************************************				Network equipment
	N/A		erné artic				software activities by			***************************************	workshops Approved policy			_		and orders (hardware)
	~		S S S				June 2013			3	Approved policy					Proof of Payment
			od (-	Implement policy					ℓ .
			S. T.					İ		4			- 1	1		

[=	T	1.0740		To 2004	Transaction (T.D.)	Tita - A	Destination	Now		Consultation &	т т				Network Plan
Opera- tional		ICT10	Governance nd Public irticipation	2.09%	To implement an IT Policy to manage user access	User Account policy drafted	Drafting and implementing an User	New project	1	Drafting					Approved
lionai			nar dic tion		activities	dianea	Account policy to	project		Task Team &					Tender document
	\ X	İ	oup Tub ipar				manage council's IT user		2	workshops					Network equipment
	Z		1 9 P 1 P 1				accounts by June 2013		3	Approved policy					and orders (hardware)
			Good Governan and Public Participation						4	Implement policy	,				Proof of Payment
Opera-		ICT10		2.09%	To revise IT Policies to	Securtiy Policy revised	Revising of the Security	Approve	1	Consultation &					Network Plan
tional			our . c		keep-up with new IT	, ,	Policy by March 2013	policy	1	Drafting			1		Approved
			blic		developments					Task Team &	1				Tender document
	N X		P P C						2	workshops					Network equipment and orders (hardware)
	_		arti						3	Approved policy	1 -				Proof of Payment
			Good Governance and Public Participation								┨				Proof of Fayment
									4						
Opera-		ICT10	g	2.09%	To revise IT Policies to	Back-up Policy revised	Revising of the Security	Approve	1 1	Consultation &					Network Plan Approved
tional			on on		keep-up with new IT		Policy by March 2013	policy	ļ	Drafting					Tender document
	4		ubli		developments				2	Task Team &					Network equipment
	N N		d P P S							workshops	┦ ├──				and orders (hardware)
			an and						3	Approved policy					Proof of Payment
			Good Governance and Public Participation						4	-]				
00000		ICT10		2.09%	To revise IT Policies to	Internet Policy revised	Revising of the Internet	Approved		Consultation &	 				Network Plan
Opera- tional		10110	9 -	2.09%	keep-up with new IT	internet Folicy revised	Policy by March 2013	policy	1	Drafting					Approved
tional	:		lic lich		developments		l olloy by Maron 2010		-	Task Team &					Tender document
	A A		ver		as to opinions				2	workshops					Network equipment
	Z		G P Si						<u> </u>	Approved policy	 				and orders (hardware)
			Page						3	7 pproved policy	┨				Proof of Payment
			Good Governance and Public Participation						4	ļ -					
Opera-		ICT10		2.09%	To revise IT Policies to	IT Policy revised	Revising of the Website	Approved	1	Consultation &					Network Plan
tional			anc L		keep-up with new IT	,	Policy by March 2013	policy]	Drafting					Approved
			blic		developments					Task Team &	1				Tender document
	A/S		P. P. G.						2	workshops					Network equipment and orders (hardware)
ĺ			and arti						3	Approved policy	1				Proof of Payment
			Good Governance and Public Participation						4	-	1				1 Tool of Laymont
Opera-		ICT10		2.09%	To revise IT Policies to	IT Policy revised	Revising of the Access to	Approved		Consultation &					Network Plan
tional		10.11	ا ق		keep-up with new IT	,	Information Policy by	policy	1	Drafting					Approved
			atio of		developments		March 2013			Task Team &	1				Tender document
[ΑN		Governance nd Public irticipation						2	workshops			Í		Network equipment
	2		Q B E						3	Approved policy	1				and orders (hardware) Proof of Payment
			Good an						-	<u> </u>	 				Proof of Payment
			1						4						N
Complian		SCM1	Municipal Institutional Development and Transformation	2.09%		Number of meetings of	Conducting at least 12	<u>s</u>	1	3					Notices & Attendance Register
ce			pal ona me			the Specification	meetings of the	ţi,	2	3					Register
	A/A		tuti Pop Por		ensure compliance with legislation	Committee conducted	Specification Committee by June 2013	l ee		3	1 1				
1			Mu nsti eve		legislation		by Julie 2013	12 Meetings	3						
			Q _ %						4	3					
Compli-		SCM2			To implement Internal Co-	Number of meetings of	Conducting at least 12		1	3					Notices & Attendance
ance			Municipal Institutional Development and Transformation		operation and Controls to	the Evaluation	meetings of the	12 Meetings	-	3	 				Register
	⋖		cip to tip			Committee conducted	Evaluation Committee by	eti	2	3					
	N/A		uni uni titu elc elc ar	-	legislation		June 2013	₹	3	3					
			Ins Dev					12		3					
									4						
Compli-		SCM3	- t 6	2.09%	To implement Internal Co-		Conducting at least 12	<u> </u>	1	3					Notices & Attendance
nce			Municipal Institutional Development and Transformation]		the Adjudication	meetings of the	12 Meetings	2	3]				Register
	N/A		lop lop orn			Committee conducted	Adjudication Committee by June 2013	0		3				1	
	4		Mul nsti eve		legislation		by Julie 2013	Z	3	1					
			_ = 9					~	4	3					
ompli-		SCM4		2.09%	To implement Internal Co-	Number of SCM	Conducting 8 SCM		1	2			1		Notices & Attendance
nce			nal nal ner atio		operation and Controls to	workshops for internal &	workshops for internal &	jed jed	<u> </u>	2			_	 	Register
	A/A	1	Municipal Institutional Development and Transformation			external people	external people by June	project	2					 	
	Z		Aun Stitu Vek vek		legislation	conducted	2013	New	3	2					
-			ra Gra					ž	4	2					
- 1		1	, 		1		1	J		1	3 I	J			





Opera- tonal	N/A	SCM5	Municipal Financial Viability & Management	2.08%	To review the Supply Chain Management policy for compliance with legislation and regulations	reviewed	Revising the Supply Chain Management policy by March 2013	Approved policy	1 2 3 4	Consultation & Drafting Task Team & workshops Approved policy				Progress reports. Attendance register, notices, agendas. Council resolution
Opera- tonal	N/A	SCM6	Municipal Financial Viability & Management	2.08%		Supply Chain Management policy implemented	Submitting 4 quarterly reports on the implementation of SCM policy to council and make public by June 2013	4 SCM Reports	1 2 3 4	1 1 1 1				Notices, agendas. Council resolution
Opera- tonal	N/A	SCM7	Municipal Financial Viability & Management	2.08%		Supply Chain Management policy implemented	Submitting 1 annual report on the implementation of SCM policy to council and make public by June 2013	1 SCM Annual Report	1 2 3 4	- 1				Notices, agendas. Council resolution

48 100.00%

Ex M m

Personal Development Plan (PDP)

DIRECTOR :FINANCEMK KGAUWE

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

C M cd

Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
 - 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,



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with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-
 - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
 - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.
- 3. Compiling the Personal Development Plan attached as the Appendix 1.
 - 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
 - 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
 - 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to compile a Personal Development Plan as follows:-
 - (a) The identified training needs should be entered into column 1 of the Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - a. Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.



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- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. <u>Individual training needs</u> that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected** in **column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix 1, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames column 5 of the Appendix 1 enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants.

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Personal Development Plan of: Mr MK Kgauwe

Compiled on: 1 July 2012

7. Support Person					
6. Work opportunity created to practice skill / development					
5. Suggested Time Frames					
4. Suggested mode of delivery					
3. Suggested training and / or development activity					
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)					
1. Skills / Performance Gap (in order of priority)	.	2.	÷.	4	

Municipal Manager's signature:

Director's signature:

	CORE MA	NAGERIAL COMPETENCIES (CMC)
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	 Establishes broad stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines and budget. Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. Uses computer software programmes. Sets and manages service level agreements with contractors.
	financial practices in order to ensure the achievement of strategic organizational objectives.	 Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. Manages and monitors financial risk. Continuously looks for new opportunities to obtain and save funds. Prepares financial reports and guidelines based on prescribed format. Understands and weighs up financial implications of propositions. Understands analyses and monitors financial reports. Allocates resources to established goals and objectives. Aligns expenditure to cash flow projections. Ensures effective utilization of financial resources. Develops corrective measures/actions to ensure alignment of budget to financial resources. Prepares own budget in line with the strategic objectives of the organization



Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	 Performs analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, supports and encourages new ideas. Volunteers to lead change efforts outside of own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Proactively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that is aligned to the organizational objectives. Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	 Uses appropriate information systems to manage organizational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organization. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.
Service delivery innovation	improvement of organizational processes in order to achieve organizational goals.	 Consults clients and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities to SDI. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the organization. Implements innovative service delivery options in own department/organization.

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	 Explains potential impact of problems to won working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	recognizes the benefits of diversity of ideas and approaches.
and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	 Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organization by providing exemplary customer service. Applies customer rights in own work environment.
i i i	information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others	 Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience, including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well-structured complex documents. Communicates controversial sensitive messages to stakeholders tactfully.

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		Listens well and is receptive.
		Encourages participation and mutual understanding.
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	 Conducts self in accordance with organizational code of conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for persona matters. Shares information openly, whilst respecting the principle of confidentiality.
	CORE OCC	UPATIONAL COMPETENCIES (COC)
Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and	The ability to	Implementing and overseeing the implementation and

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Knowledge and understanding of the local government
 legislative framework governing performance reporting. Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4 of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc. Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. Within the area of responsibility, ensuring that the remuneration and appraisal system is
Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change

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Compatance	The oblitude and de	Т	Paralla de la company
Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	•	Excellent verbal communication and writing skills and an ability to research and analyze complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
municipal field / d		•	Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	•	Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	•	Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.



PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGUL MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOU **MUNICIPAL MANAGERS, 2006**

Entered into by and between

The CITY OF MATLOSANA herein represented by

E.T. MOTSEMME

in his capacity as

Municipal Manager (hereinafter referred to as the Employer)

And

A.G. STRYDOM

As the

Director: Corporate Services (hereinafter referred to as the Employee)

For the Period

1 July 2012 to 30 June 2013

LATION FOR JNTABLE TO			
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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by ELIE TSIETSI MOTSEMME (ID NR. 6506135623080) in his capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and ABRAHAM GERHARDUS STRYDOM (ID NR. 5909305162080) in his capacity as the DIRECTOR CORPORATE SERVICES of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee**'s contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A). which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	27.27%
Local Economic Development (LED)	9.09%
Municipal Financial Viability and Management	12.12%
Good Governance and Public Participation	51.52%
Total	100.00%

- In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected ($\sqrt{}$) from the list below as agreed to between the Employer and Employee.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	
Strategic Capability and Leadership	√	5%	
Programme and Project Management	√	5%	
Financial Management	√	15%	
Change Management			
Knowledge Management	√	5%	
Service Delivery Innovation	√	5%	
Problem Solving and Analysis	√	5%	
People Management and Empowerment	√	5%	
Client Orientation and Customer Focus	√	10%	

	5%	
	5%	
	10%	
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CORE COMPETENCY REQUIREMENTS (CCF	R) FOR EMPLO	YEES
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	√	5%
Interpretation of and implementation within the legislative an national policy frameworks	√	5%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	√	5%
Knowledge of more than one functional municipal field / discipline	√	5%
Skills in Mediation		
Skills in Governance	√	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	5%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the **Employee**'s performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.



(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	

erformance Plan all areas of ear.		
higher than the the appraisal has achieved painst more than a and indicators throughout the		
the standards b. The appraisal livee has fully against all a and indicators formance Plan.		
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Level	Terminology	Description		Description		Rating	
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key	1 2	3 4 5			
1	Unacceptable performance	performance criteria and indicators as specified in the PA and Performance Plan. Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the Mayoral Committee;
 - 6.7.4 Mayor and/or Municipal Manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Municipal Manager from another municipality.
- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2012
Second quarter : October – December 2012
Third quarter : January – March 2013
Fourth quarter : April – June 2013

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- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall
 - create an enabling environment to facilitate effective performance by the employee:
 - 9.1.2 provide access to skills development and capacity building opportunities:
 - 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

Performance Score		Daufaumanaa Banaa Banaantaa
From	То	Performance Bonus Percentage
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.



13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

AS WITNESSES:	
AS WITHLIGGES.	
1. Done	find y.
	EMPLOYEE /
2. b Janven Kurshung	
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Thus **done** and **signed** at **KLERKSDORP** on this the...\$.. day of **JUNE 2012**.

AS WITNESSES:	
1. Manger	
0	EMPLOYER
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ANNEXURE "A"

Performance Plan

DIRECTOR : CORPORATE SERVICES AG STRYDOM

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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DIRECTORATE CORPORATE SERVICES

FINAL 2012/13 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

DIRECTOR CORPORATE SERVICES

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Municipal Institutional Development and Transformation27.27%Good Governance and Public Participation51.52%Local Economic Development9.09%Municipal Financial Viability & Management12.12%

OPERATIO	NAL						***************************************						oai Financiai Via	omy a manag			12.129	
Project ID.	Vote No.	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Compli-		ADM1	100 2 H 0 10 10 10 10 10 10 10 10 10 10 10 10 1	3.03%	To hold section 79 & 80	Number of sec.79	Conducting 110 (10 sec.79		s	1	30							Attendance
ance			Good Governance and Public Participation		committees meetings	committees meetings) committees meetings (Port		Meetings	2	20	-						register, notices,
	¥ X		Goo Vern d P.t		held to ensure better council performance	(Port folio Meetings)	folio Meetings) by June 2013		Mee	3	30	-			<u> </u>			agendas. Council resolution
			Go an an Par		'				104	4	30							
Compli-		ADM2	<u> </u>		To conduct Mayoral	Number of Mayoral	Conducting 11 Mayoral				3 MayCo & 3				†			Notices &
ance			atior		Committee meetings to comply with legislation	Committee meetings conducted	Committee and 11 Special Mayoral Committee		ွိပ္ခ	1	Special MayCo	4						Attendance
	∢		Good Governance and Public Participation		Comply with legislation	Conducted	meetings by June 2013		8 MayCo and 9 Special MayCo	2	2 MayCo & 2 Special MayCo				1			Register
	N/A		over:						layC ecia	3	3 MayCo & 3	1			<u> </u>		· · · · · · · · · · · · · · · · · · ·	
			D bd D Sildu						8 M 9 Sp		Special MayCo	 				-		_
			G P G						19	4	3 MayCo & 3 Special MayCo							
Compli-		ADM3	pur u	3.03%	To ensure effective	Number of ordinary	Conducting 11 Council		iä	1	3 Council							Notices &
ance			ice a	ĺ	Council administration and compliance with	council meetings conducted	meetings by June 2013		Special tings		meetings 2 Council	-		***************************************				Attendance Register
	A/A	!	rnan rticip		legislation	Conducted			& 6 S	2	meetings]						negister
	Ž		Good Governance and Public Participation		[Gi Gi	3	3 Council							7
			od G ublic						Council Council r		meetings 3 Council					-		-
									5	4	meetings	ļ						
Operation		LEG1	and L			Engagement of Attorneys policy	Establishing an Engagement of Attorneys			1	Task Team & workshops							Attendance
' 		1	od Ice a ation	👸 👱 🛱 Attorneys policy to established polic	policy for Council by		Ver		Policy approved							register, notices, agendas.		
	N/A		Good Pub				December 2012		Roll Ov	2								Council resolution
			Gove		attorneys				ă l	3	-						***************************************	_
Operation		LEG2		3.03%	To establish a contract	Contract	Implementing a contract			4	- W							1
l		LEGZ	Public				Implementing a contract management system to				Workshop & Consultations with							Attendance register, notices,
			T Pu		procedure for Council	implemented	centralize all Council			1	top management							agendas.
	_		atior		to enhance monitoring		agreements for management and		, er		Implemented	ŀ						Procedure manual
1	× ×		nan				monitoring by December	•	Ó	· ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・ ・	contract							
			overnance and F Participation				2012		Roll		management system							
	- 1		0						ľ	3	-]
			Good						Ī	4	-	j						1
	I	LAN1					Revising the Land		ठ		Consultation &							Progress reports.
			Good Governand and Public Participation		alienation policy to comply with legislation		Alienation policy to expedite the disposal and transfer of		policy		Drafting Task Team &							Attendance register, notices,
	₹ Ž		Gove d Pu				Council land by March 2013		s ed	2	workshops							agendas.
			an an Par	Ì				-	Approved	3	Approved policy							Council resolution
	 	ANO		0.000/	T-1-6-1				∢	4	-							
	L	-AN2	and	3.03%		Lease of Council Land Policy drafted	Drafting a Lease of Council Land Policy to regulate		*		Consultation & Drafting							Progress reports. Attendance
	∢	f	od lic vatio		comply with legislation	ĺ	market related rental value		project		Task Team &	-						register, notices,
	N V		Gox Smar Pub rticip	1			by March 2013		₽		workshops	L						agendas.
			Good Governance and Public Participation						New	3	Approved policy							Council resolution
		σ					4	-										

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DIRECTORATE CORPORATE SERVICES 2 FINAL 2012/13 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

		LAN3	ance and Sipation	3.03%	To identify and recover non-paid and non-developed Council solo stands to address the	developed Council sold stands older than 10 years	Identifying and recovering non-paid and non- developed Council sold stands older than 10 years		project	1	Identifying Council sold stands Verification					Report to Counci Progress report Notes on agreements
	N/A		Good Governance and Public Participation		shortage of land for Council	identified and recovered	by June 2013		New pro	3 4	process of identified stands Letters of Intent to purchasers Recover resolved stands					Venus accounts Deeds search Council resolution
Compli- ance	N/A	OHS1	Good Governance and Public Participation	3.03%	To conduct OHS inspections to ensure legal compliance	Number of OHS inspections in Council departments conducted	Conducting 120 OHS inspections in Council departments by June 2013		122 Inspections conducted	1 2 3	30 30 30 30 30					Register
Compli- ance	N/A	OHS2	Good Governance and Public Participation	3.03%	To conduct OHS audits to ensure that all deviations be corrected according to the Act	conducted	Conducting 2 OHS Audits by June 2013		2 Audits	1 2 3 4	0 1 0 1 1					Register
NKP - Indicator	200000 105 5706	SKIL1	Municipal Financial Viability & Management	3.03%	To spent a percentage of municipality's budget on implementing its workplace skill plan (National Indicator)	for 2012/13	R1,195,333 spend on Training Expenditure for 2012/13 by June 2013		National Key Performance Indicator	1 2 3 4	R 298,833 R 597,667 R 896,499 R 1,195,333					Vote Number
NKP - Indicator	200000 105 3304	SKIL2	Municipal Financial Viability & Management	3.03%		Training Levy for 2012/13	R2,757,558 spend on Training Levy for 2012/13 by June 2013		National Key Performance Indicator	1 2 3 4	R 689,390 R 1,378,779 R 2,068,169 R 2,757,558					Vote Number
NKP - Indicator	200000 105 5426	SKIL3	Municipal Financial Viability & Management	3.03%		SETA Expenditure for 2012/13 SETA Income/Rec for 2012/13	R5,000,000 spend on SETA Expenditure for 2012/13 by June 2013	7	National Key Performance Indicator	1 2 3 4	R 1,250,000 R 2,500,000 R 3,750,000 R 5,000,000	2,500,000			Vote Number	
NKP - Indicator	200000 230 5424	SKIL4	Municipal Financial Viability & Management	3.03%			R5,000,000 collected for SETA Income/Rec for 2012/13 by June 2013	itoli Z	Performance Indicator	1 2 3 4	R 1,250,000 R 2,500,000 R 3,750,000 R 5,000,000				Vot	Vote Number
Opera- tonal	N/A	SKIL5	Municipal Institutional Development and Transformation	3.03%	Workplace Skills Plan	submitted to	Submitting 2012/13 WSP / ATR to LGSETA by June 2013		WSP submitted	1 2 3 4	- - 2012/13 WSP submitted					WSP Plan
Compli- ance	V/A	SKIL6	Municipal Institutional Development and Transformation	3.03%	De La	Equity Report submitted to the	Submitting the 2011/12 Employment Equity Report to Department of Labour by September 2012		EEP submitted		2011/12 EEP submitted -					Proof of submittance. EEP Report
Compli- ance	N/A	SKIL7	Municipal Institutional Developmer and Transformatic	3.03%		employees trained on Employment Equity	Conducting training for 45 employees on Employment Equity by June 2013	40 Employees	trained	1 2 3 4	0 0 0 0 45					Notices & Attendance Register
Compli- ance	N/A	SKIL8	Municipal Institutional Development and Transformation	3.03%			Conducting 11 EECF meetings by June 2013		12 Meetings	1 2 3 4	3 2 3 3				000	Notices & Attendance Registe

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DIRECTORATE CORPORATE SERVICES 5

Opera- tonal	45 105 112	EAP1	Municipal Institutional Development and Transformation	3.03%	To develop and enhance employee wellness	Employee Wellness Programme developed	Implementing a Employee Wellness Programme at a cost of R200,000 by	Over	1 2	Programme implemented			imple	gramme lemented. of of payment
	205545 1		Mun Institu Develk aı Aransfo				September 2012	Ro	3	-				
Opera- tonal	205545 105	EAP2	Municipal Institutional Development and Transformation	3.03%	To conduct training to create life skills awareness amongst employees	Number of training sessions conducted	Conducting 20 life skills training session for council employees at a cost of R150,000 by June 2013	New project	1 2 3	5 5 5			regis	endance ster rkshop
Opera- tonal	205545 105 1226	EAP3		3.03%	To conduct wellness events to create awareness amongst employees	Number of wellness events conducted	Conducting 2 wellness events for council employees at a cost of R150,000 by December 2012	New project	1 2 3	1 0 0			Notice Atten	ces ndance ster rkshop
Opera- tonal	N/A	LR1	Municipal Institutional Development and Transformation	3.03%	To hold LLF meetings to ensure industrial harmony	Number of LLF meetings conducted	Convening 11 LLF meetings by June 2013	9 Meetings	1 2 3 4	3 2 3				ces & ndance ister
Opera- tonal	N/A	LR2		3.03%	To conduct training sessions on institution of disciplinary action to ensure effective conclusion of disciplinary matters	Training sessions for post level 1 - 5 employees on institution of disciplinary action conducted	Conducting a training sessions for post level 1 - 5 employees on institution of disciplinary action by June 2013	New project	1 2 3 4	1 Training session conducted -			Regis	ndance
Compli- ance	203035 105	EM1		3.03%	To enhance public participation as per legislation	Number of Imbizo's conducted	Conducting 20 Imbizo's in the KOSH area at a cost of R1,000,000 by June 2013	15 Imbizo's	1 2 3 4	0 10 0			Notice Attene Regis Repo	ndance ister orts of
Compli- ance	203035 105 6611	EM2	Local Economic Development	3.03%	To co-ordinate and conduct gender workshop to support women business and entrepreneurial development	Number of women cooperatives empowered	Empowering 20 women cooperatives in the KOSH area at a cost of R350,000 by June 2013	New project	1 2 3	0 Workshop conducted 20 Women cooperatives established			regist Memo Under Vote r	ndance sters. norandum of erstanding. number. ort to Council.
Compli- ance	203035 105 7203	ЕМЗ	Local Economic Development	3.03%	To establish youth programmes to support youth business and entrepreneurial development	Number of youth programmes established	Establishing 30 youth programmes in Khuma (6 programmes), Kanana (6 programmes), Tigane (6 programmes), Jouberton (6 programmes) and Alabama (6 programmes) at a cost of R400,000 by June 2013	New project	1 2 3 4	Invitations / Advertisements Establish 30 programmes Monitoring / Progress reports Report to Council			Attender register Memore Under Progression general Report	ertisement. Indance Iters. Iters. Iterstanding. Iterstandi
Compli- ance	203035 105 3638	EM4	Local Economic Development	3.03%	awards to students in	needed students in the KOSH area awarded	Awarding financially needy students in the KOSH area to further their studies at a cost of R1,500,000 by June 2013		1 2 3 4	- Advertisements Awards awarded Monitoring / Progress reports			Advert Policy Agree Repor	rtisement.
Compli- ance	203035 105 3629	EM5	Good Governance and Public Participation	3.03%			Hosting 1 Mandela Day event in honouring of Dr. Mandela at a cost of R350,000 by July 2012		1 2 3 4	Mandela Day event hosted			Attend Regist Report	

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Compli- ance	2030401054538	SPE1	Good Governance and Public Participation	3.03%	To enhance public participation as per legislation	Number of Operational Phakamas conducted	Conducting 4 Operational Phakamas in identified wards at a cost of R300,000 by June 2013	1 Phakama	1 2 3 4	1 1 1 1				Notices & - Attendance Register
Opera- tonal	2030401050632	SPE2	Good Governance and Public Participation	3.03%	To develop a Community Development Plan to identify community needs, challenges and to comply with legislation	Community Based Plan (CBP) implemented	Implementing the Community Based Plan (CBP) in 35 wards and submitting report to Council at a cost of R1,000,000 by June 2013	Phase 1 - 3 completed	1 2 3 4	Allocation of field workers to the35 wards and submit report to Council Report to Council Report to Council				Register. Progress report. Notices, agendas & attendance registers. Council resolution.
Opera- tonal	2030401054539	SPE3	Good Governance and Public Participation	3.03%	To motivate ward committees for quality performance	Ward Committee Performance Awards facilitated	Conducting Annual Performance Awards for Ward Committee by evaluating all wards at a cost of R221,547 by June 2013	Existing performance awards system	1 2 3 4	- - - Awards awarded				Monthly ward committee reports Service account income of ward Awards results
Opera- tional	2030401055730	SPE4	Good Governance and Public Participation	3.03%	To promote socio- economic well being of councillors and ward committees	Councillor and ward committees support programmes implemented	Implementing the councillor and ward committees support programmes at a cost of R500,000 by June 2013	Roll Over	2 3	Conduct a skills audit and draft support programme SCM process Implement support programme				Skills audit Notices & Attendance Register SCM process Appointment of service providers Trainees
Opera- tonal	203045 105 1222	WHI1	Good Governance and Public Participation	3.03%		Number of moral regeneration workshops in KOSH conducted	Conducting 4 moral regeneration workshops in KOSH at a cost of R250,000 by June 2013	1 Event	1 2 3 4	1 Event 1 Event 1 Event 1 Event				Notices & Attendance Register Report to Council resolution

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Personal Development Plan (PDP)

DIRECTOR : CORPORATE SERVICES AG STRYDOM

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
 - 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders.

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with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-
 - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
 - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.
- 3. Compiling the Personal Development Plan attached as the Appendix 1.
 - 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
 - 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
 - The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-
 - (a) The identified training needs should be entered into column 1 of the Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - a. <u>Organisational needs</u>, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

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- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. <u>Individual training needs</u> that are job / career related.
- (b) Next, the prioritisation of the training needs in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected** in **column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix 1, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames column 5 of the Appendix 1 enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).



- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants.

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Personal Development Plan of: Mr AG Strydom

Compiled on: 1 July 2012

7. Support Person					
6. Work opportunity created to practice skill / development	5				
5. Suggested Time Frames					
4. Suggested mode of delivery					
3. Suggested training and / or development activity					
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)					
1. Skills / Performance Gap (in order of priority)	÷	6 '	ဗ်	4.	

Director's signature:

Municipal Manager's signature:

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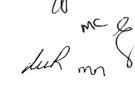
	CORE MA	NAGERIAL COMPETENCIES (CMC)
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	 Develops detailed action plans to execute strategic initiatives. Assists in defining performance measures to evaluate the success of strategies. Achieves strategic objectives against specified performance measures. Translates strategies into action plans. Secures co-operation from colleagues and team members. Seeks mutual benefit/win-win outcomes for all concerned. Supports stakeholders in achieving their goals. Inspires staff with own behaviour - 'walks the talk'. Manages and calculates risks. Communicates strategic plan to the organization. Utilizes strategic planning methods and tools.
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	 Establishes broad stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines and budget. Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. Uses computer software programmes. Sets and manages service level agreements with contractors.
Financial management	manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	 Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. Manages and monitors financial risk. Continuously looks for new opportunities to obtain and save funds. Prepares financial reports and guidelines based on prescribed format. Understands and weighs up financial implications of propositions. Understands analyses and monitors financial reports. Allocates resources to established goals and objectives. Aligns expenditure to cash flow projections. Ensures effective utilization of financial resources. Develops corrective measures/actions to ensure alignment of budget to financial resources. Prepares own budget in line with the strategic objectives of the organization



Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	 Performs analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, supports and encourages new ideas. Volunteers to lead change efforts outside of own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Proactively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that is aligned to the organizational objectives. Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	 Uses appropriate information systems to manage organizational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organization. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.
Service delivery innovation	achieve organizational goals.	 Consults clients and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities to SDI. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the organization. Implements innovative service delivery options in own department/organization.

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	 Explains potential impact of problems to won working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	recognizes the benefits of diversity of ideas and approaches.
Client orientation and customer focus	deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into	 Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organization by providing exemplary customer service. Applies customer rights in own work environment.
	information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others	 Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience, including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well-structured complex documents. Communicates controversial sensitive messages to stakeholders tactfully.



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		Listens well and is receptive.
		Encourages participation and mutual understanding.
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	 Conducts self in accordance with organizational code of conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for personal matters. Shares information openly, whilst respecting the principle of confidentiality.
	CORE OCC	UPATIONAL COMPETENCIES (COC)
Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	 Implementing and overseeing the implementation and enforcement of policies and Bylaws Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and



Knowledge of Performance Management and Reporting	reporting process of the municipality.	Knowledge and understanding of the local government legislative framework governing performance reporting. Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4 of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 86 of the MFMA), etc. Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and Within the municipality, analyze and evaluate the performance targets; and Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the mu
Knowledge of globa specific political, so contexts		Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change
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, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	•	Excellent verbal communication and writing skills and an ability to research and analyze complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
municipal field / di		•	Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.		Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
dynamic creativity to improve the	The ability to guide the management of change for the municipality within the area of responsibility.	•	Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.

PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO **MUNICIPAL MANAGERS, 2006**

Entered into by and between

The CITY OF MATLOSANA herein represented by

E.T. MOTSEMME

in his capacity as

Municipal Manager

(hereinafter referred to as the Employer)

And

W.J. VILJOEN

As the

Director: Electrical and Mechanical Services

(hereinafter referred to as the Employee)

For the Period

1 July 2012 to 30 June 2013

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by ELIE TSIETSI MOTSEMME (ID NR. 6506135623080) in his capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and WYNAND JACOBUS VILJOEN (ID NR. 5410035136080) in his capacity as the DIRECTOR ELECTRICAL AND MECHANICAL SERVICES of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- The parties wish to ensure that they are clear about the goals to be achieved, and secure the 1.3 commitment of the Employee to a set of outcomes that will secure local government policy goals.
- The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of 1.4 the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act, Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties:
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality:
- specify accountabilities as set out in a performance plan, which forms an Annexure to the 2.3 Performance Agreement:
- monitor and measure performance against set targeted outputs; 2.4
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 3.1 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee**'s contract of employment.
- The content of this Agreement may be revised at any time during the above-mentioned 3.3 period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- The Employee's performance will, in addition, be measured in terms of contributions to the 4.3 goals and strategies set out in the Employer's Integrated Development Plan.

PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- The Employee accepts that the purpose of the performance management system will be to 5.2 provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his / her performance in terms of the outputs 5.6 / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	100%
Municipal Institutional Development and Transformation	%
Local Economic Development (LED)	%
Municipal Financial Viability and Management	%
Good Governance and Public Participation	%
Total	100%

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected ($\sqrt{}$) from the list below as agreed to between the Employer and Employee.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES									
CORE MANAGERIAL COMPETENCIES (CMC) √ WEIGHT									
Strategic Capability and Leadership	√	5%							
Programme and Project Management	√	5%							
Financial Management	√	15%							
Change Management									
Knowledge Management	√	5%							
Service Delivery Innovation	√	5%							
Problem Solving and Analysis	√ √	5%							
People Management and Empowerment	√	5%							
Client Orientation and Customer Focus	√ √	10%							

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CORE MANAGERIAL COMPETENCIES (CMC)	\checkmark	WEIGHT
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	\checkmark	5%
Interpretation of and implementation within the legislative an national policy frameworks	√	5%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	√	5%
Knowledge of more than one functional municipal field / discipline	√	5%
Skills in Mediation		
Skills in Governance	\checkmark	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	5%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP.
- 6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- Each CCR should be assessed according to the extent to which the specified (a) standards have been met.
- An indicative rating on the five-point scale should be provided for each CCR. (b)
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the Employee will be based on the following rating scale 6.6 for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	

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Level	Terminology	Description	Rating
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	1 2 3 4 5
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

- 6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the Mayoral Committee;
 - 6.7.4 Mayor and/or Municipal Manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Municipal Manager from another municipality.
- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2012
Second quarter : October – December 2012
Third quarter : January – March 2013
Fourth quarter : April – June 2013

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- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 a substantial financial effect on the Employer.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

Performa	nce Score	Porformance Bonus Porcentogs		
From	То	Performance Bonus Percentage		
130%	133%	5%		
134%	137%	6%		
138%	141%	7%		
142%	145%	8%		
146%	149%	9%		
150%	153%	10%		
154%	157%	11%		
158%	161%	12%		
162%	165%	13%		
166%	169%	14%		

- 11.3 In the case of unacceptable performance, the **Employer** shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

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13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus done and signed at KLERKSDORP on this the....... day of JUNE 2012.

AS WITNESSES:	
1.	EMPLOYEE
2. <u>Ljansæikenstung</u>	\vee \vee

Thus **done** and **signed** at **KLERKSDORP** on this the..................... day of **JUNE 2012**.

AS WITNESSES:	
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1. Manger	EMPLOYER
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Performance Plan

DIRECTOR :ELECTRICAL AND MECHANICAL SERVICES WJ VILJOEN

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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DIRECTOR ELECTRICAL AND MECHANICAL ENGINEERING

IDP PROJEC	CTS		I consulation				
Project ID.	Vote Nr	Item Nr.	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target
IDP - MIG Grant Roll-Over	205015 401 2410	ELE1	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in Kanana (Phase 4)	Installing 8 high mast lights in Kanana (ward 22 - 26)(phase 4) at a cost of R600,000 by June 2013
IDP - MIG Grant Roll-Over	205015 401 2411	ELE2	Service Delivery & Infrastructure Development	5.88%		High mast lights installed in Jouberton Ext 24 (Phase 1)	Installing 5 high mast lights in Jouberton extension 24 (ward 12)(phase 1) at a cost of R300,000 by June 2013
DP - MIG Grant Roll-Over	205015 401 6018	ELE3	Service Delivery & Infrastructure Development	5.88%	To upgrade mechanical and electrical equipment at pump station to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment at pump station in Ellaton upgraded	Upgrading of 1 mechanical and electrical equipment in pump station (Volume 3) at Ellaton (ward 8 & 29) to the amount of R2,422,000 by December 2012
DP - DME Irant oll-Over	205015 401 0905	ELE4	Service Delivery & Infrastructure Development	5.88%	To electrify Jouberton Ext 24 to ensure a basic level of electricity	Number of houses in Jouberton Ext 24 (Phase 2) electrified	Electrification of 1,192 houses in Jouberton Ext 24 (ward 12)(Phase 2) at a cost of R8,719,000 by June 2013
P - MIG rant		ELE5	Service Delivery & Infrastructure Development		To install high mast lights to better service delivery	High mast lights installed in Kanana (Phase 5)	Installing 8 high mast lights in Kanana (ward 22 - 26)(phase 5) at a cost of R2,000,000 by June 2013
P - MIG rant	E	ELE6	Service Delivery & Infrastructure Development		lights to better	installed in Jouberton Ext 24 (Phase 2)	Installing 8 high mast lights in Jouberton extension 24 (ward 12)(phase 2) at a cost of R2,000,000 by June 2013

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IDP - MIG Grant		ELE7	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in Tigane (Phase 2)	Installing 8 high mast lights in Tigane (wards 1 &2)(phase 2) at a cost of R2,000,000 by June 2013
IDP - MIG Grant		ELE8	Service Delivery & Infrastructure Development	5.88%	To install high mast lights to better service delivery	High mast lights installed in Alabama Ext 3 (Phase 1)	Installing 8 high mast lights in Alabama extension 3 (ward 4)(phase 1) at a cost of R2,000,000 by June 2013
IDP - MIG Grant	205015 401 6018	ELE9	Service Delivery & Infrastructure Development	5.88%	To upgrade mechanical and electrical equipment at pump stations to ensure the maintenance of the existing infrastructure	Number of mechanical and electrical equipment at pump stations upgraded	Upgrading of 5 mechanical and electrical equipment in pump stations (Volume 4) at Rietkuil - Jouberton (ward 12); Linda, Lorraine and Tigane - Tigane (wards 1 & 2) and Alabama (wards 3 & 4) to the amount of R8,000,000 by June 2013
IDP - DME Grant		ELE10	Service Delivery & Infrastructure Development	5.88%	To electrify Jouberton Ext 24 to ensure a basic level of electricity	Number of houses in Jouberton Ext 24 (Phase 3) electrified	Electrification of 18 houses in Jouberton Ext 24 (ward 12)(Phase 3) at a cost of R180,000 by March 2013
IDP - DME Grant		ELE11	Service Delivery & Infrastructure Development	5.88%	To upgrade Jouberton main substation to ensure adequate supply of electricity	Jouberton main substation upgraded	Upgrading of Jouberton main substation building with a 68m² extension and additional 2 x 11 KV panels to the amount of R1,320,000 by June 2013

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Vote No.	Item Nr	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Re Ta
3 6303	ELE12	Service Delivery & Infrastructure Development	5.88%	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing of 1 truck with sound system for the Imbizo's and 2 x 1400 bakkies for Speaker's Office at a cost of R1,700,000 by March 2013	
203005 60:	ELE13	Service Delivery & Infrastructure Development	5.88%	To purchase vehicles and plant to better service delivery	Number of vehicles and plant purchased	Purchasing of vehicles / trucks from Fleet Africa at a cost of R3,000,000 by December 2012	
VAL							
Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	
N/A	ELE14	Service Delivery & Infrastructure Development	5.88%	To provide basic municipal services to ensure access to electricity (National Indicator)	% of households with access to basic level of electricity	99.29% of households with access to basic level of electricity by June 2013 - Urban Settlement	
N/A	ELE15	Service Delivery & Infrastructure Development	5.88%	ensure access to	access to basic level	168,663 Households with access to basic level of electricity by June 2013 - Urban Settlement	
N/A	ELE16	Service Delivery & Infrastructure Development		municipal services to ensure access to electricity (National	with the access to basic level of	1,192 Backlogs with the access to basic level of electricity by June 2013 - Urban Settlement	
N/A	ELE17	Service Delivery & Infrastructure Development		municipal services to ensure access to electricity (National	with the access to basic level of	1,620 Backlogs with the access to basic level of electricity by June 2013 - Rural Settlement (Jurisdiction of Eskom)	
	NAT AN AN AN AN AN AN AN AN AN AN AN AN AN	NAL Vote No. Item Nr. (Section) ELE15 WM ELE16 WM ELE17	NAT Note No. Service Service Delivery & Delivery & Delivery & Development Deve	Service Service Delivery & Development Developmen	Service Serv	Section Sect	Secretion Purchasing of 1 truck with sound system for the limbizors which less and plant to better service delivery Purchased sound system for the limbizor sound system for the limbizor service delivery Purchased sound system for the limbizor sound system for the limb

Personal Development Plan (PDP)

DIRECTOR :ELECTRICAL AND MECHANICAL SERVICES WJ VILJOEN

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
 - 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

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with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-
 - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
 - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. Compiling the Personal Development Plan attached as the Appendix 1.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-
 - (a) The identified training needs should be entered into column 1 of the Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - a. <u>Organisational needs</u>, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

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- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. Individual training needs that are job / career related.
- (b) Next, the prioritisation of the training needs in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the outcomes expected in column 2 of the Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix 1, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames column 5 of the Appendix 1 enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants.

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Personal Development Plan of: Mr WJ Viljoen

Compiled on: 1 July 2012

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7. Support Person					
6. Work opportunity created to practice skill / development					
5. Suggested Time Frames					
4. Suggested mode of delivery					
3. Suggested training and / or development activity					
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)					
1. Skills / Performance Gap (in order of priority)	.	2.	ઌ૽	4.	

Municipal Manager's signature:
irector's signature:

	CORE MANAGERIAL COMPETENCIES (CMC)			
Criteria	Description	Generic standards for 'outstanding' performance		
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	 Develops detailed action plans to execute strategic initiatives. Assists in defining performance measures to evaluate the success of strategies. Achieves strategic objectives against specified performance measures. Translates strategies into action plans. Secures co-operation from colleagues and team members. Seeks mutual benefit/win-win outcomes for all concerned. Supports stakeholders in achieving their goals. Inspires staff with own behaviour - 'walks the talk'. Manages and calculates risks. Communicates strategic plan to the organization. Utilizes strategic planning methods and tools. 		
Programme and project management	outputs and outcomes.	 Establishes broad stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines and budget. Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. Uses computer software programmes. Sets and manages service level agreements with contractors. 		
Financial management	manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of	 Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. Manages and monitors financial risk. Continuously looks for new opportunities to obtain and save funds. Prepares financial reports and guidelines based on prescribed format. Understands and weighs up financial implications of propositions. Understands analyses and monitors financial reports. Allocates resources to established goals and objectives. Aligns expenditure to cash flow projections. Ensures effective utilization of financial resources. Develops corrective measures/actions to ensure alignment of budget to financial resources. Prepares own budget in line with the strategic objectives of the organization 		

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Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	 Performs analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, supports and encourages new ideas. Volunteers to lead change efforts outside of own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Proactively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that is aligned to the organizational objectives. Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	 Uses appropriate information systems to manage organizational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organization. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.
Service delivery innovation	improvement of organizational processes in order to achieve organizational	 Consults clients and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities to SDI. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the organization. Implements innovative service delivery options in own department/organization.

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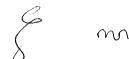
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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	 Explains potential impact of problems to won working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	recognizes the benefits of diversity of ideas and approaches.
and customer focus	deliver services effectively and efficiently in order to put the spirit of	 Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organization by providing exemplary customer service. Applies customer rights in own work environment.
	information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others	 Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience, including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well-structured complex documents. Communicates controversial sensitive messages to stakeholders tactfully.

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the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service. Conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for personal matters. Shares information openly, whilst respecting the principle of			•	Encourages participation and mutual understanding.
	Honesty and integrity	the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public	•	conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for personal matters. Shares information openly, whilst respecting the principle of

CORE OCCUPATIONAL COMPETENCIES (COC) Criteria Description Generic standards for 'outstanding' performance Interpretation of The ability to Implementing and overseeing the implementation and and implement, manage enforcement of policies and Bylaws implementation and oversee the Establishing and maintaining a register of non-compliance with within the implementation of legislative requirements and regularly reporting these to the legislative an legislation and policy municipal council and other role players. For example, national policy instances of non-compliance with the MFMA are required to be frameworks reported to the National Treasury Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies

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Knowledge of	The ability to support	T	Knowledge and understanding of the least soverment
Knowledge of Performance Management and Reporting	reporting process of the municipality.		Knowledge and understanding of the local government legislative framework governing performance reporting. Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc. Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. Within the area of responsibility, analyze and evaluate the performance targets; and Within the municipality, analyze and evaluate the performance deach of its municipal entities against the service level agreement and performance targets for that entity Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the area of responsi
Knowledge of global and South African specific political, social and economic contexts			Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change

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Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	•	Excellent verbal communication and writing skills and an ability to research and analyze complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
municipal field / d	Knowledge of more than one functional municipal field / discipline		Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	•	Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	•	Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.
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PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

Entered into by and between

The CITY OF MATLOSANA herein represented by

E.T. MOTSEMME

in his capacity as

<u>Municipal Manager</u>

(hereinafter referred to as the Employer)

And

S.G. MABUDA

As the

Director: Macro City Planning and Development

(hereinafter referred to as the Employee)

For the Period

1 July 2012 to 30 June 2013

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by ELIE TSIETSI MOTSEMME (ID NR. 6506135623080) in his capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and SIPHO GIFT MABUDA (ID NR. 6707285530089) in his capacity as the DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded 1.2 between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act. Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties:
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality:
- specify accountabilities as set out in a performance plan, which forms an Annexure to the 2.3 Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs:
- use the Performance Agreement as the basis for assessing whether the employee has met 2.5 the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the **Employee**'s contract of employment.
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	0.00%
Local Economic Development (LED)	31.82%
Municipal Financial Viability and Management	27.27%
Good Governance and Public Participation	40.91%
Total	100.00%

- 5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected ($\sqrt{}$) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT	
Strategic Capability and Leadership	√	5%	
Programme and Project Management	√	5%	
Financial Management	√ √	15%	
Change Management			
Knowledge Management	√	5%	
Service Delivery Innovation	√	5%	
Problem Solving and Analysis	√	5%	
People Management and Empowerment	√	5%	
Client Orientation and Customer Focus	√	10%	



CORE COMPETENCY REQUIREMENTS (CCR)	FOR EMPL	OYEES
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		***************************************
Competence in Self Management	√	5%
Interpretation of and implementation within the legislative an national policy frameworks	√	5%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	√	5%
Knowledge of more than one functional municipal field / discipline	√	5%
Skills in Mediation		
Skills in Governance	√	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	5%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's SDBIP.
- 6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- An indicative rating on the five-point scale should be provided for each KPA. (b)

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(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5		
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	1 2 0 4 0		
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.			
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.			

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	Level	Terminology	Description	Rating 1 2 3 4 5
	2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
The state of the s	1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

- 6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the Mayoral Committee;
 - 6.7.4 Mayor and/or Municipal Manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Municipal Manager from another municipality.
- 6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2012

Second quarter : October – December 2012

Third quarter : January – March 2013

Fourth quarter : April – June 2013

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- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the **Employee**'s functions;
 - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

Performa	nce Score	Dorformana Panua Dorsontona	
From	То	Performance Bonus Percentage	
130%	133%	5%	
134%	137%	6%	
138%	141%	7%	
142%	145%	8%	
146%	149%	9%	
150%	153%	10%	
154%	157%	11%	
158%	161%	12%	
162%	165%	13%	
166%	169%	14%	

- 11.3 In the case of unacceptable performance, the **Employer** shall -
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

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13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus done and signed at KLERKSDORP on this the......................... day of JUNE 2012.

AS WITNESSES:	EMPLOYEE
2. <u>LJandukendung</u>	

1. Manger

EMPLOYER

Performance Plan

DIRECTOR: MACRO CITY PLANNING AND DEVELOPMENT SG MABUDA

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT

IDP PROJE	CTS							
Project ID.	Vote Nr	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Re T
IDP - MIG Grant - Roll Over	208515 401 0309	LED2	Local Economic Development	4.54%	To build flea market shelters to create sustainable SMME's	Number of m ² hawkers shelters built	Building ±18m² food stalls in Klerksdorp for 10 entrepreneurs at a cost of R1,000,000 by June 2013 (phase 3)	
NDPG (Neigh-bour- hood Develop- ment Program Grant)	N/A	LED3	Local Economic Development	4.54%	To conduct township regeneration studies to enhance job creation	Number of feasibility and viability studies conducted for economic analysis	Conducting 5 feasibility and viability studies for economic analysis in Jouberton, Alabama, Kanana, Khuma and Tigane at a cost of R3,000,000 by June 2013	
OPERATION A	 \L							<u></u>
Project ID.	Vote Nr	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Re Ta
National KPI	N/A	LED4	Local Economic Development	4.54%	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,200 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2013	
Operational	N/A	LED6	Local Economic Development		To implement cooperatives in all wards to comply with legislation	Number of cooperatives established and functional	35 Cooperatives (1 per ward) in KOSH area established by June 2013	
Operational	N/A	LED7	Local Economic Development		To revise the LED strategy to comply with legislation	LED Strategy revised	Revising the LED Strategy by March 2013	
Operational	A/A	ED8	Local Economic Development		To ensure alignment between LED strategies and PGDS to comply with legislation	aligned	LED strategy and plans are aligned with PGDS by March 2013	
Operational	N/A	ED9	Good Governance and Public Participation		consultations meeting o assist SMME's		Conducting 12 LED consultation meetings with stakeholders by June 2013	

Operational	<u> </u>	LED10	T ====	4.54%	To conduct workshops	Number of SMME	Conducting 4 SMME
	N/A		Local Economic Development		to assist SMME's	workshops conducted to capacitate SMME's	workshops to capacitate SMME's by June 2013
Operational	208505105360 3	CBM1	Municipal Financial Viability & Management	4.54%	To do city marketing to promote the city	R value spent on marketing activities	Spending R706,894 on marketing according to marketing strategy plan by June 2013
Opera-tonal	N/A	COM1	Good Governance and Public Participation	4.54%	To revise the Communication Policy to create internal and external awareness on corporate communication	Access to Information Policy revised	Revising of the Access to Information Policy by March 2013
Opera-tonal	N/A	COM2	Good Governance and Public Participation	4.54%	To approve the Communication Policy to create internal and external awareness on corporate communication	Media Relations Policy approved	Approving of the Media Relations Policy by December 2012
Opera-tonal	N/A	СОМЗ	Good Governance and Public Participation	4.54%		Events Management Policy approved	Approving of the Events Management Policy by December 2012
Opera-tonal	N/A	COM4	Good Governance and Public Participation	4.54%	To revise Communication Policy to create internal and external awareness on corporate communication	Crises Communication Policy revised	Revising of the Crises Communication Policy by December 2012
Opera-tonal	N/A	COM5	Good Governance and Public Participation	4.54%		City Branding Policy revised	Revising of the City Branding Policy by December 2012
Opera-tonal	N/A	COM6	Good Governance and Public Participation	4.54%	ensure transparency with Council affairs	Number of internal communiqués compiled & distributed to all employees of Council	Compiling & Distributing 4 internal communiqués to all employees of Council by June 2013
Opera-tonal	N/A	COM7	Good Governance and Public Participation	4.54%		distributed regarding	Compiling & Distributing 4 external publications regarding Council affairs to the community by June 2013
Compli- ance	N/A	COM8		4.54%	ſ		Drafting a Communication Strategy by August 2012

Operational	208005 227 5110	FPM1	Municipal Financial Viability & Management	4.54%	To collect income to ensure effective financial viability	Total income collected from rental estate	Total income of R908,348 collected from rental estate by June 2013
Operational	208005 230 1520	FPM2	Municipal Financial Viability & Management	4.54%		Total income collected from ripening rooms	Total income of R671,926 collected from ripening & cooling rooms by June 2013
Operational	208005 221 3601	FPM3	Municipal Financial Viability & Management	4.54%		Total income collected from market dues	Total income of R14,901,591 collected from market dues by June 2013
Operational	208005 227 5131	FPM4	Municipal Financial Viability & Management	4.54%		Total income collected from rental of carraige	Total income of R75,521 collected from rental of carriage by June 2013
Operational	208005 230 5412	FPM5	Municipal Financial Viability & Management	4.54%		Total income collected from agent selling transaction fees	Total income of R61,083 collected from agent selling transaction fees by June 2013
		L	22	100.00%	I		

Personal Development Plan (PDP)

DIRECTOR: MACRO CITY PLANNING AND DEVELOPMENT SG MABUDA

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

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Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
 - 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

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with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-
 - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
 - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. Compiling the Personal Development Plan attached as the Appendix 1.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-
 - (a) The identified training needs should be entered into column 1 of the Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - a. Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

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- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. <u>Individual training needs</u> that are job / career related.
- (b) Next, the prioritisation of the training needs in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected** in **column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix 1, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames column 5 of the Appendix 1 enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants.

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Personal Development Plan of: Mr SG Mabuda

Compiled on: 1 July 2012

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7. Support Person					
6. Work opportunity created to practice skill / development	3				
5. Suggested Time Frames					
4. Suggested mode of delivery					
3. Suggested training and / or development activity					
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)					
1. Skills / Performance Gap (in order of priority)	. .	5	က်	4.	

Municipal Manager's signature:

Director's signature: //

	CORE MA	NAGERIAL COMPETENCIES (CMC)
Criteria	Description	Generic standards for 'outstanding' performance
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	 Develops detailed action plans to execute strategic initiatives. Assists in defining performance measures to evaluate the success of strategies. Achieves strategic objectives against specified performance measures. Translates strategies into action plans. Secures co-operation from colleagues and team members. Seeks mutual benefit/win-win outcomes for all concerned. Supports stakeholders in achieving their goals. Inspires staff with own behaviour - 'walks the talk'. Manages and calculates risks. Communicates strategic plan to the organization. Utilizes strategic planning methods and tools.
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	 Establishes broad stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines and budget. Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. Uses computer software programmes. Sets and manages service level agreements with contractors.
Financial management	accordance with generally recognized financial practices in order to ensure the achievement of strategic	 Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. Manages and monitors financial risk. Continuously looks for new opportunities to obtain and save funds. Prepares financial reports and guidelines based on prescribed format. Understands and weighs up financial implications of propositions. Understands analyses and monitors financial reports. Allocates resources to established goals and objectives. Aligns expenditure to cash flow projections. Ensures effective utilization of financial resources. Develops corrective measures/actions to ensure alignment of budget to financial resources. Prepares own budget in line with the strategic objectives of the organization

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Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	 Performs analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, supports and encourages new ideas. Volunteers to lead change efforts outside of own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Proactively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that is aligned to the organizational objectives. Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	 organizational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organization. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to
Service delivery innovation	improvement of organizational processes in order to achieve organizational goals.	 create innovative knowledge management solutions. Nurtures a knowledge-enabling environment. Consults clients and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities to SDI. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the organization. Implements innovative service delivery options in own department/organization.

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	 Explains potential impact of problems to won working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	recognizes the benefits of diversity of ideas and approaches.
focus	deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into	 Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organization by providing exemplary customer service. Applies customer rights in own work environment.
	information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others	 Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience, including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well-structured complex documents. Communicates controversial sensitive messages to stakeholders tactfully.

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		Listens well and is receptive.Encourages participation and mutual understanding.
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	 Conducts self in accordance with organizational code of conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for personal matters. Shares information openly, whilst respecting the principle of confidentiality.
	CORE OCC	IPATIONAL COMPETENCIES (COC)

CORE OCCUPATIONAL COMPETENCIES (COC)

Criteria	Description	Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	 Implementing and overseeing the implementation and enforcement of policies and Bylaws Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies

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Knowledge of Performance Management and Reporting	The ability to support the implementation of the performance reporting process of the municipality.	 Knowledge and understanding of the local government legislative framework governing performance reporting. Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4 of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc.
		Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.
		 Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.
		 Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and
		 Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity
		 Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials.
		 Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period.
		 Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.
	al and South African ocial and economic	 Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change

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Competence in policy conceptualization , analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	 Excellent verbal communication and writing skills and an ability to research and analyze complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
Knowledge of mor municipal field / di		 Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	 Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
creativity to improve the	The ability to guide the management of change for the municipality within the area of responsibility.	 Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.
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PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEM 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE RE MUNICIPAL MANAGERS AND MANAGERS DIRECTLY AC **MUNICIPAL MANAGERS, 2006**

Entered into by and between

The CITY OF MATLOSANA herein represented

E.T. MOTSEMME

in his capacity as

<u>Municipal Manager</u> (hereinafter referred to as the **Employer**)

And

L.M. RAMOROLA

As the

Director: Strategic Planning, Monitoring and Co

(hereinafter referred to as the Employee)

For the Period

1 July 2012 to 30 June 2013

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EGULATION FOR COUNTABLE TO				
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luk v	N. A.			

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by ELIE TSIETSI MOTSEMME (ID NR. 6506135623080) in his capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and LERATO MIRIAM RAMOROLA (ID NR. 7404210723083) in her capacity as the DIRECTOR STRATEGIC PLANNING, MONITORING AND CONTROL of the Municipality (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- The parties wish to ensure that they are clear about the goals to be achieved, and secure the 1.3 commitment of the Employee to a set of outcomes that will secure local government policy
- The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems 57(4C) of the Systems Amendment Act, as well as the employment contract between the parties;
- specify objectives and targets defined and agreed with the employee and to com the employee the employer's expectations of the employee's perform accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities in alignment with the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP), Service accountabilities and the Integrated Development Plan (IDP) accountabilities and the IDP (IDP). and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Ann Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs:
- use the Performance Agreement as the basis for assessing whether the employ the performance expectations applicable to his or her job;
- in the event of outstanding performance, to appropriately reward the employee; ar

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give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 2013 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- This Agreement will terminate on the termination of the **Employee**'s contract of employment,
- 3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0.00%
Municipal Institutional Development and Transformation	41.00%
Local Economic Development (LED)	0.00%
Municipal Financial Viability and Management	4.48%
Good Governance and Public Participation	54.52%
Total	100%

- In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee**.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES					
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT			
Strategic Capability and Leadership	√	5%			
Programme and Project Management	√	5%			
Financial Management	√	15%			
Change Management					
Knowledge Management	√	5%			
Service Delivery Innovation	√	5%			
Problem Solving and Analysis	√	5%			
People Management and Empowerment	√	5%			





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CORE COMPETENCY REQUIREMENTS (CCR)	FOR EMPL	OYEES
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Client Orientation and Customer Focus	√	10%
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	√	5%
Interpretation of and implementation within the legislative an national policy frameworks	√	5%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	√	5%
Knowledge of more than one functional municipal field / discipline	√	5%
Skills in Mediation		
Skills in Governance	√	5%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	√	5%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the **Employee**'s performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating					
			1 2 3	4 5				
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.						
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.						
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.						

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Level	Terminology	Description		R	atin	g	
			1	2	3	4	5
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the Mayoral Committee;
 - 6.7.4 Mayor and/or Municipal Manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Municipal Manager from another municipality.
- The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

7

First quarter July - September 2012 Second quarter October – December 2012 Third quarter January - March 2013 Fourth quarter April - June 2013

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;
 - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 a substantial financial effect on the **Employer**.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1

Performa	nce Score	Deviewment Benne Bennetten
From	То	Performance Bonus Percentage
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

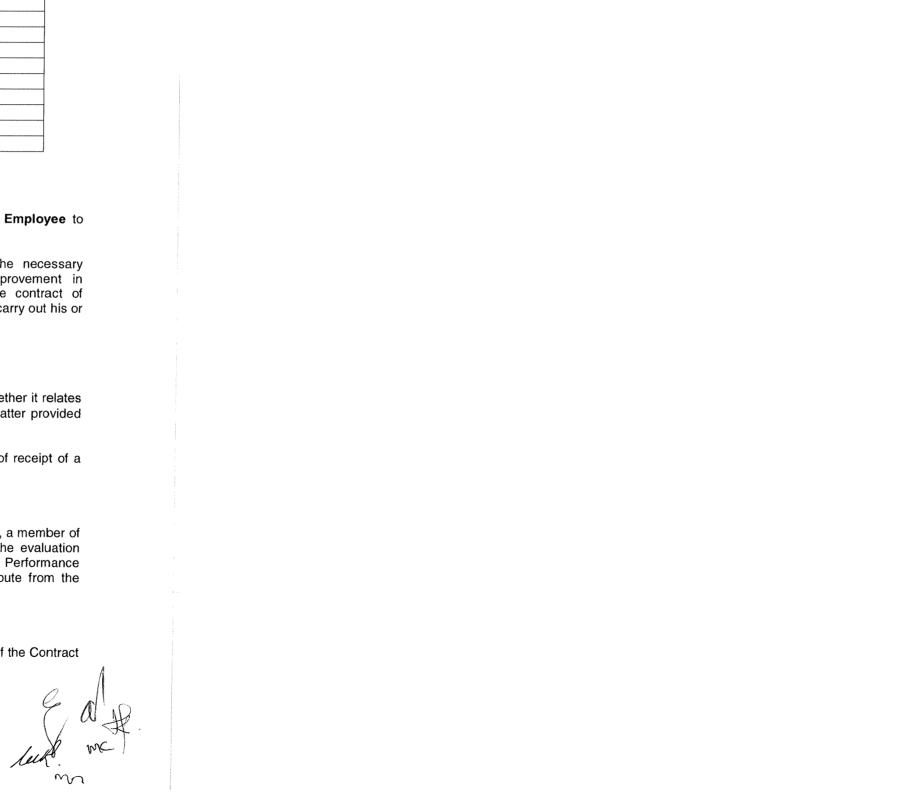
- 11.3 In the case of unacceptable performance, the **Employer** shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee:

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.



13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at **KLERKSDORP** on this the... ... day of **JUNE 2012**.

1. Done	Hamorda
	EMPLOYEE
2. <u>b Janveurkenslung</u>	1
Thus done and signed at KLERKSDORP on this t	the
AS WITNESSES:	
1. Menger	EMPLOYER
2.	0

Performance Plan

DIRECTOR: STRATEGIC PLANNING, MONITORING AND CONTROL LM RAMOROLA

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013

2 lack of the

DIRECTOR STRATEGIC PLANNING, MONITORING AND CONTROL

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Municipal Institutional Development and Transformation41.00%Municipal Financial Viability & Management4.48%Good Governance and Public Participation54.52%

OPERAT	IONAL				***************************************		···																		
Project ID.	Vote No.	Item Nr. (Section)	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)		Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence							
Compli- ance	82	PMS1	onal Jd r	4.56%	To develop and implement a 5 year strategic plan for	5 Year strategic plan for Council developed and	Developing and implementing a 5 year strategic plan for Council		Outdated strategic plan	1	Appointment of facilitator							MM Resolution Strategic document							
0.0	2030301050608		Aunicipal Institutional Development and Transformation		Council to ensure effective direction	implemented	at a cost of R300,000 by March 2013	R300,000 by	3	Strategic plan developed Council approval - Phase 1							Municipal Score Card Proof of payment								
	203		Municipal Develop Transf		1				4	Implemented Implementation completed															
Compli- ance	**************************************	PMS2	al ial it and ition	4.56%		Draft 2013/14 SDBIP approved	SDBIP by Council by 2012/13 S	Approved draft 2012/13 SDBIP	1 2	-	***************************************						Council Resolution								
	N/A		nicipa tution pmen forma		comply with legislation	by Council May 2013			3	-															
ē			Municipal Institutional Development and Transformation						5	4	Draft 2013/14 SDBIP approved														
Compli- ance		PMS3	and	4.56%	To approve the final SDBIP to ensure	Final 2013/14 SDBIP approved	Approving final 2013/14 SDBIP by Executive		Approved 2012/13 SDBIP	1	-							Council Resolution							
	4		cipal tional nent a matic		compliance with by		by Executive Mayor		Mayor (28 days after approval of budget) by	Mayor (28 days after approval of budget) by		2012/10 00011	2	-											
	N/A		Municipal Institutional Development and Transformation								June 2013		4	2013/14 SDBIP approved			:			***************************************					
Compli-		PMS4	na L	4.56% To sign the Performance Agreements to comply with			Signing 2013/14				Signed 2012/13	1	-	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~			***************************************			Signed Agreements					
ance	4		Institutio ment an ormation		Agree comp	Agreements to comply with Agreements will section 57	Agreements to comply with	Agreements with section 57 with s	Agreements with section 57		with section 57	with section 57	ments with with section 57 employees by June 2013		Performance Agreements	2	-							MM Resolution	
	N/A		Municipal Institutional Development and Transformation		legislation	employees signed	es						4	2013/14 Performance Agreements signed											
Compli- ince		PMS5	itutional nt and ation	F	Annual F Performance F	Performance Ann Report approved Rep by Municipal Man	Approving an 2011/12 Annual Performance Report by Municipal Manager by August 2012	201 Per	20 P	2 F	20 Pe	2 F				Approved 2010/11 Annual Performance Report	1	2011/12 Annual Performance Report approved							MM Resolution
	N/A		Municipal Inst Developmer Transform		with section 46 of the MSA		Vanager Value of August 2012			2	-	:						are a							
			Mur D						-	4	-														
compli- nce] [PMS6	itutional nt and ation		Year Assessment	Assessment	Approving the 2012/13 Mid-Year Assessment Report by the Executive		Approved 2011/12 Mid- Year	1 2	- - 2012/13 Mid-							Council Resolution							
	N/A		Municipal Institutional Development and Transformation		with section 72 of	by the Executive	Mayor by 25 January 2012	İ	Assessment Report	3	Year Assessment Report approved														
ompli-	F	PMS7			To table the Annual			Tabled 2010/11	1	-							Council Resolution								
	4		ipal ional nent a matio	R	with section 121 of before Council	with section 121 of before Co	with section 121 of bi		of before Council Council by 31 January	before Council Council by 3	before Council Co	ncil Council by 31 January		Annual Report	2	-									
	N/A		Municipal Institutional Development and Transformation		MFMA		2013				2011/12 Annual Report tabled														
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Compli-		IDP1	and	4.54%	To approve the	Draft 2013/14	Approving draft 2013/14	Approved Draft	1	-			T	Council Resolution									
ince			1 0 .9		draft IDP to comply with legislation	ply IDP approved by IDP by Council by March Council 2013		2012/13 IDP	2	-	1 -												
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			wen P P						3	IDP approved													
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nce			d ce a		IDP to comply with legislation	IDP approved by Council	IDP by Council by May 2013	2012/13 IDP	2	-													
	N/A		Good overnance an Public Participation		legislation	Council	2013		3	-				***************************************									
			Gover Part					2013/14 IDP	 														
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Compli- nce		IDP3	92	4.54%	To table the IDP Process Plan to	2013/14 IDP	Tabling of 2013/14 IDP process plan before Council by August 2012	Tabled 2012/13		2013/14 IDP				Council Resolution									
ice			rnar Slic tion		indicate key			IDP Plan	1	Process Plan tabled													
	N/A		ovel Put		deadlines	Council			2	-	1			W									
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ompli-		IDP4		4.54%	To enhance public	Number Rep	Conducting 3 Rep Forum	3 Meetings	4	0				Notice &									
nce			Good Governance and Public Participation	4.5476	participation to	Forum meetings	meetings by June 2013	3 Meetings	1	10	[Attendance									
	N A		ood ood rna Put		comply with	conducted				2	1				Register								
	_		G iove and artic		legislation				3	1]												
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ompli-		IDP5	8 v 6	4.54%			Conducting 3 community	3 Meetings	1	1				Notice &									
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			Pai		legislation	efficiency and effectiveness of	Council by June 2013			report of													
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Compli- ance		IA4	Viability &	4.48%	To report on outstanding disclaimer and qualifications to ensure sound	audit reported to review resolutions on outstanding	p Reporting with 2 follow- up audit to review resolutions on outstanding disclaimer and qualifications on the	2 Reports	1	0			2 Follow-up Report								
	N/A	financial disclaimer and Auditor General's report	disclaimer and qualifications on the Auditor General's report by June 2013 Auditor General's report by June 2013 General's report and Internal			3	0														
			Muni			Additor 3 findings		į	4												
Compli- ance		IA5	se and	4.54%	To issue activity reports to ensure good governance	Number activity reports issued to the Audit	Issuing 4 activity reports to the Audit Committee and Accounting Officer	4 Reports	1	1			4 Activity Reports								
	N/A		vernanc		good governance	Committee and Accounting Officer on the	on the progress of rolling out the audit plans by June 2013		2	1											
			Good Governance and Public Participation			progress of rolling out the	June 2013		3	1											
Compli- ance		IA6	θ θ	4.54%	To adopt the Internal Audit	audit plans Reviewed IA Charter adopted	Adopting the reviewed IA Charter (2013/14) in	Reviewed 2012/13 Audit	1	-			Reviewed 2013/14 Internal Audit								
	N/A		Governan d Public ticipation		Charter to comply in accordance with legislation with IIA	Charter to comply with legislation	Charter to comply	in accordance	accordance with IIA standards by June 2013	Charter	3	-			Charter						
			Good Gorand Partici						4	Reviewed 2013/14 Audit Charter											
Compli- ance		IA7	ce and	4.54%	To facilitate the Risk Assessment workshop to ensure	2013/14 Risk Assessment workshop	Facilitating the 2013/14 Risk Assessment workshop with Council	2 Workshop	1 2	-			Programme Notice & Attendance								
	N/A		overnan	overnar	overnar	good and to		Particip	good governance and to comply with		ernance facilitated on emerging risks	facilitated on	on departments on risks emerging risks by June	departments on s emerging risks by June	departments on		3	- 2013/14 Risk			Register Updated Risk Register
			Good Governance and Public Participation		logislation		2010		4	Assessment Workshop facilitated			Register Report to Risk Management Committee								
Compli- nce		IA8	uce .		4.54%	4.54%	Based Audit Plan to	lit Plan to Based Audit Plan Ba 2013/14 20 submitted to the Co	Plan to Based Audit Plan 2013/14	to Based Audit Plan 2013/14		Existing plan	1	-			Risk Based Audit Plan approved by				
	A/A		verna ublic patior		submit Audit (ensure	submitted to the Audit Committee by Jun				2013/14	2013/14	nsure 2013/14	2013/14 to the Audit Committee for approval		3	-			Audit Committee	
	Z		Good Governan and Public Participation						by June 2013		4	Approved 3- Year Risk Based Audit Plan 2013/14									
ompli- nce		IA9	lal I	4.56%	Professional	2013/14 Continuous	Develop the 2013/14 Continuous Development	Existing programme	1	-			Continuing Professional								
			stitution ant and nation		enhance	Development Program for	Program for approval by Director Strategic		2	-		!	Development program								
	N/A		Municipal Institutional Development and Transformation	a	and other Director Strategi competencies of Planning,	and other Direct competencies of Internal Audit staff Monit	Director Strategic Control by June 2013 Planning, Monitoring and	Director Strategic Planning, f Monitoring and			4	Approved 2013/14 Continuous Development									
ompli-		IA10			To conduct quality	Peer-to-peer	Performing a peer-to-	New project	1	Program -			Assessment report								
nce	⋖		cipal ional nent al matioi		improvement	and improvement			2	-											
	N/A		Municipal Institutional Development and Transformation		comply with legislative	programme performed	programme by March 2013		3	Assessment Report											
		l	<u> </u>	100.00%	requirements				4												

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Personal Development Plan (PDP)

DIRECTOR: STRATEGIC PLANNING, MONITORING AND CONTROL LM RAMOROLA

CITY OF MATLOSANA Period 1 July 2012 to 30 June 2013



Explanatory Notes to the Personal Development Plan

1. Introduction

- 1.1 A Municipality should be committed to -
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
 - 1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:
 - (a) Human resource development should form an integral part of human resource planning and management.
 - (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders,

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with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-
 - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
 - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. Compiling the Personal Development Plan attached as the Appendix 1.

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to compile a Personal Development Plan as follows:-
 - (a) The identified training needs should be entered into column 1 of the Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - a. <u>Organisational needs</u>, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

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- Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- b. Individual training needs that are job / career related.
- (b) Next, the **prioritisation of the training needs in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (c) Consideration must then be given to the **outcomes expected** in **column 2 of the Appendix 1**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix 1, entitled: Suggested training and / or development activity. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of the Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames column 5 of the Appendix 1 enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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- (i) The final column, **column 7 of the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-
 - (a) A Skills Development Facilitator has been appointed.
 - (b) The Workplace Skills Plan has been submitted.
 - (c) A submission, including a Business Plan is submitted for additional grants.



Compiled on: 1 July 2012

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6. Work opportunity created to practice skill / development	In-House press. Menicipal atres to non- Manager	1	ļ		-
5. Suggested Time Frames	by Jan. 2013	by Jan 2013	by Jan 2013		
4. Suggested mode of delivery	Watrel Lerson	Advonced Tran	Tracumon or		
3. Suggested training and / or development activity	Advonced Pexitztencome	Vertinance mas generations Models and Imple models and Imple	general marago		
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	1. Rescutation and direct a present about the electrical present.	2. Per coi mance to se asse to define per parmente mana Advoir ced Train by Jan. 2013 model and implement of models and imple viving	To be able or derson making for house or achieved from or achieves of the the		
1. Skills / Performance Gap (in order of priority)	1. Resentation Subs	2. Per col mande	3. Anderbing	÷	i

Director's signature:

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Municipal Manager's signature:

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CORE MANAGERIAL COMPETENCIES (CMC)					
Criteria	Description	Generic standards for 'outstanding' performance			
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	 Develops detailed action plans to execute strategic initiatives. Assists in defining performance measures to evaluate the success of strategies. Achieves strategic objectives against specified performance measures. Translates strategies into action plans. Secures co-operation from colleagues and team members. Seeks mutual benefit/win-win outcomes for all concerned. Supports stakeholders in achieving their goals. Inspires staff with own behaviour - 'walks the talk'. Manages and calculates risks. Communicates strategic plan to the organization. Utilizes strategic planning methods and tools. 			
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	 Establishes broad stakeholder involvement and communicates the project status and key milestones. Defines roles and responsibilities for project team members and clearly communicates expectations. Balances quality of work with deadlines and budget. Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. Uses computer software programmes. Sets and manages service level agreements with contractors. 			
Financial management	accordance with generally recognized financial practices in order to ensure the	 Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. Manages and monitors financial risk. Continuously looks for new opportunities to obtain and save funds. Prepares financial reports and guidelines based on prescribed format. Understands and weighs up financial implications of propositions. Understands analyses and monitors financial reports. Allocates resources to established goals and objectives. Aligns expenditure to cash flow projections. Ensures effective utilization of financial resources. Develops corrective measures/actions to ensure alignment of budget to financial resources. Prepares own budget in line with the strategic objectives of the organization 			



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Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	 Performs analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, supports and encourages new ideas. Volunteers to lead change efforts outside of own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Proactively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that is aligned to the organizational objectives. Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	 Uses appropriate information systems to manage organizational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organization. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.
Service delivery innovation	improvement of organizational processes in order to achieve organizational goals.	 Consults clients and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities to SDI. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the organization. Implements innovative service delivery options in own department/organization.

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	 Explains potential impact of problems to won working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	recognizes the benefits of diversity of ideas and approaches.
Client orientation and customer focus	deliver services	 Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organization by providing exemplary customer service. Applies customer rights in own work environment.
	information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others	 Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience, including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well-structured complex documents. Communicates controversial sensitive messages to stakeholders tactfully.

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Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	 Listens well and is receptive. Encourages participation and mutual understanding. Conducts self in accordance with organizational code of conduct. Admits won mistakes and weaknesses and seeks help from others were unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interest's issues. Establishes trust and shows confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organizational values and beliefs into daily work. Uses work time for organizational matters and not for personal matters. Shares information openly, whilst respecting the principle of confidentiality.
Criteria	CORE OCC	JPATIONAL COMPETENCIES (COC) Generic standards for 'outstanding' performance
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	 Implementing and overseeing the implementation and enforcement of policies and Bylaws Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies

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Knowledge of Performance Management and Reporting The ability to support the implementation of the performance reporting process of the municipality.	 legislative framework governing performance reporting. Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc. Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and Within the municipality, analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. Within the area of responsibility, ensuring that the remuneration and appraisal system i
Knowledge of global and South African specific political, social and economic contexts	Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change
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Competence in policy conceptualization , analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	 Excellent verbal communication and writing skills and an ability to research and analyze complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
Knowledge of more than one functional municipal field / discipline		 Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	 Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
dynamic creativity to improve the	The ability to guide the management of change for the municipality within the area of responsibility.	 Managing and implementing change management within the area of responsibility The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.

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